

The role of training in raising the performance of human resources at the level of regional groups in Algeria

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Abstract:

The training process is one of the basic factors that contribute to improving the performance of human resources at the level of regional groups in Algeria to improve the technical and administrative skills of workers, which contributes to raising the quality of services provided and updating the knowledge of workers to view the latest information and technologies, which helps them keep pace with developments as training focuses on improving planning, organizing and problem-solving skills, which increases the effectiveness of work and employees feel appreciated when investing training efforts in their development, which increases their motivation and job satisfaction. And the ability to deal with rapid changes in the general environment, which contributes to providing better services and achieving local development goals more efficiently.

Keywords: Formation, human resources, regional groups, administrative performance, planning.

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1. INTRODUCTION

In the face of increasing economic and social challenges, the effectiveness and efficiency of human resources are considered fundamental factors in achieving local development goals and responding to the needs of citizens in Algeria. Human resources are the most critical element in any administrative organization, as employees play a central role in providing public services and achieving sustainable development.

Training is a key tool in enhancing the capabilities of employees, as it provides them with opportunities to develop their skills and acquire the knowledge necessary to face contemporary challenges. Through specialized training programs, technical and managerial competencies can be improved, leading to enhanced performance and increased work effectiveness in regional communities. In its efforts to develop public services and strengthen local development, regional communities in Algeria aim to introduce a comprehensive training and development system that aligns with current challenges. Investing in training reflects the commitment of these communities to improving work quality and performance levels, which positively impacts service delivery to citizens and the achievement of desired development.

Therefore, it is essential to study how training influences the improvement of human resource performance and how regional communities in Algeria can leverage this strategy to enhance their results and effectiveness in achieving local development goals. However, given the complex challenges faced by regional communities in Algeria, whether administrative or developmental,

improving human resource performance remains one of the primary goals for achieving greater effectiveness in delivering public services. Nonetheless, the effectiveness of training as a tool for performance improvement requires a precise evaluation of its impact on developing employee competencies and meeting the needs of regional communities. Hence, we raise the following question:

How can training and development contribute to improving the performance of human resources at the level of regional communities in Algeria? What are the challenges and opportunities associated with implementing training programs in this context?

What is the true role of training in enhancing the performance of human resources at the level of regional communities in Algeria? How can the effectiveness of training programs be improved to achieve tangible results in developing administrative performance and services provided?

What is the impact of training on improving the quality of services provided to citizens?

2 .The first axis: The nature of human resources

The concept of human resources is a relatively modern administrative concept, which began to appear significantly during the seventies. This approach focuses on managing individuals as a vital resource and not just a factor of production, such as capital, raw materials and machines ; This change in understanding has brought about a major shift in how individuals are dealt with

within organizations, which has led to enhancing the importance of human resources. Individuals are now viewed as vital elements whose emotions and feelings are affected by the work environment, leading to improved performance and effective participation.

2-1-Section One: Definition of Human Resources

Dr. Ali Al-Salmi defined human resources as: "A continuous, organized force of activity that involves four basic, integrated and interconnected activities: selecting qualified individuals,

the basic scientific preparation of those who have the necessary personal and psychological powers and abilities to succeed in the work, the scientific training of these individuals and organized continuous education.¹"

Dr. Ahmed Mansour defined human resources as "one of the basic components in mobilizing, refining, maintaining and developing human capabilities and competencies, in their scientific, technical and behavioral aspects. Therefore, they must be trained in modern scientific methods, advanced technical methods and diverse paths in optimal performance in work and production, Durker believes that human resources are: "A strategic resource represented by a group of special resources and capabilities that give the institution a competitive advantage, through continuous improvement of

¹ - Ali Al-Salmi, **Personnel Management and Productive Efficiency**, Cairo: Gharib Library, 1992, p.147.

productivity through the full activation of the energy and capabilities of this capital².

The burden of providing ideas falls on intellectual capital, and it is clear that there is a close relationship between knowledge and human resources" Human resources management is defined as "the process that handles everything related to the human resources that any organization needs to achieve its goals. This process includes the acquisition of human resources, supervision of their use, maintenance, preservation, and directing them towards achieving the organization's goals and development³. "Human resources management means: "All procedures and policies related to the selection, appointment, training, and treatment of employees at all levels, and working to organize the workforce within the organization, increase its confidence in the fairness of management, and create a spirit of cooperation between them, to bring the organization to the highest levels of productivity." Casio defines human resources management as: "The process through which the organization ensures the effective use of employees in a way that achieves the goals of the organization and its employees".

It is clear from the previous definitions that the concept of human resources is that aspect of management that is concerned with individuals or

² -- Salah El-Din Mohamed Abdel-Baqi, **Human Resources Management, Contemporary Applied Introduction**, University House, Alexandria, 2004, p. 15.

³ - Suad Naif Al-Barnouti, **Human Resources Management and Personnel Management**, Amman: Wael Printing and Publishing House, 2nd ed., 2004.

groups and their relationship within the organization, in a way that ensures the optimal use of the workforce within the organization, to achieve its goals and the goals of its employees alike. It is the art of acquiring the human resource capable of providing the necessary addition, through the optimal selection of these resources, their appointment, their formation, and their placement in the appropriate place where they can be creative. Poole defines human resources management as: "A process specific to attracting, developing, and maintaining individuals within the framework of achieving its goals and achieving their goals."

Flippo defines human resources management as: "Planning, organizing, monitoring, attracting, developing, rewarding, integrating, and maintaining human resources for the purpose of achieving the organization's goals." Based on the above, human resources management is a set of activities, policies, and procedures that aim to manage and develop individuals within the organization in an effective manner that contributes to achieving the organization's goals and enhancing employee satisfaction⁴.

This management includes all aspects of dealing with the workforce, from attracting, hiring, training, and developing, to evaluating, rewarding, and maintaining performance. It is clear that the concept of human resources is the comprehensive view of individuals as vital elements in the organization that must be invested in and developed to achieve success, while human resources

⁴ - Hanna Nasrallah, **Human Resources Management**, Zahran House, Amman, Jordan, 2002, p. 03.

management is the process that deals with the actual implementation of activities related to individuals, such as recruitment, training and evaluation, to ensure the achievement of organizational goals and the improvement of individual and group performance.

2-2-Section Two: Reasons for the Emergence of Human Resources Management

Human Resources Management emerged as a specialized function as a result of several historical reasons and developments in the field of work and management. The following are the main reasons that contributed to the emergence of this field:⁵

1. Industrial expansion and development: With industrial development and the significant growth in the size of institutions, the need for more organized labor organizations emerged. This expansion led to an escalation of problems between management and employees, which required the presence of a specialized department concerned with solving these problems and taking care of human resources affairs in establishments.
2. Increasing the cultural and educational awareness of workers: With the expansion of education, the level of culture and training of workers rose. This rise in the educational level increased employees' awareness of their rights and needs, which required the presence of specialists in human resources

⁵- Abdul Aziz Ali Hassan, **Human Resources Management**, Egypt: Modern Library, 1st ed., 2017, pp. 17-18.

management to deal effectively with the workforce with different educational levels.

3. Increased government intervention: Governments imposed stricter labor laws and legislation, which made it necessary to have a specialized department to ensure the implementation of these laws and protect establishments from exposure to legal problems.

4. The emergence of labor unions and organizations: Labor unions and organizations emerged that defend the rights of employees and demand improved relations between management and workers. This led to the need for specialized management that works to create cooperation and Understanding between management and unions.

5. Development in the field of administrative training and formation: The development of administrative training and formation contributed to improving methods of managing individuals and developing effective strategies for managing human resources.

6.Social, economic and political developments: The twentieth century witnessed major social, economic and political developments that affected how individuals are managed in organizations. Human resources management became necessary to adapt to these changes and meet the needs of the workforce in changing work environments.

We note from the above that human resources management emerged as a response to industrial, social, cultural and legal developments that affected the

work environment. These changes required the presence of specialists in personnel management to ensure effective dealing with the workforce and achieve a balance between the requirements of the establishments and the rights of workers.

2-3-Section Three: Main Functions of Human Resources Management

Human resources management is considered one of the basic elements in any organization, and it performs a set of vital functions to ensure operational effectiveness and achieve strategic objectives. The following is an overview of the main functions of human resources management⁶:

1. **Job analysis:** Job analysis includes identifying the activities and tasks that constitute each job, determining the responsibilities related to it, and identifying the basic duties, responsibilities, and tasks associated with the job.
2. **Workforce planning:** It is related to determining the organization's needs for manpower according to its types and numbers, and analyzing the organization's needs for employees based on strategic objectives.
3. **Selection and appointment:** It is based on the process of searching for and hiring suitable employees and includes filtering applications through interviews, tests, and evaluations, as well as ensuring that the right individual is placed in the right place based on his skills and job needs.

⁶ -Naima Yahyaoui, **Lecture Series in Human Resources Management**, Hadj Lakhdar University, Batna, Faculty of Economics and Management Sciences, pp. 5-6.

4. Performance evaluation: It includes performance evaluation to ensure work effectiveness and efficiency. It includes the use of multiple methods to evaluate employee performance, often by direct managers.
5. Training: It aims to improve the competencies, knowledge, and skills of employees and includes identifying needs and identifying training requirements for employees.
6. Career planning: It is concerned with planning different career moves such as transfer, promotion, training and identifying the employee's strengths and weaknesses.

The main functions of human resource management are essential to ensure success and effectiveness in any organization. These functions include job analysis, workforce planning, selection and recruitment, design of benefits and services systems, performance evaluation, training, and career planning. Each of these functions contributes to enhancing individual and group performance, achieving organizational goals, and ensuring employee satisfaction.

1. The second axis: The concept of administrative formation

It is an organized process that aims to improve and develop the skills, knowledge and administrative capabilities of individuals within organizations. Administrative formation is considered an essential part of human resources development strategies, and seeks to enhance individual and collective performance through continuous education and training.

The fact is that the presence of a qualified administrative apparatus is crucial to successfully achieving management goals. Historically, there was hesitation in recognizing the importance of administrative formation and acknowledging the need to improve management competencies. But today, it has become clear that weak administrative qualification can hinder the achievement of goals and negatively affect the performance of the organization.

3-1-The first section: Definition of administrative formation:

Dr. Adel Ramadan Al-Zayadi defines formation as "the activity that aims to provide trainees with the knowledge and skills necessary to develop them and refine their experiences to raise the level of performance, and to change their behavior, attitudes and interests in the desired direction for the benefit of the individual, the organization and society."⁷

Dr. Abdul Rahman Tawfiq sees formation as "providing the individual with the correct practical and scientific methods, experiences and trends necessary to use current knowledge and skills, and prepare him to perform future job tasks according to a scientific plan for his training needs"⁸.

⁷ - Adel Ramadan Al-Zayadi, **Human Resources and Relations Management**, Cairo: Ain Shams Library, p. 176.

⁸ -- Abdul Rahman Tawfiq, **Training Principles and Scientific Fundamentals**: Cairo, Bambak Library, 1994, p. 132.

Training is defined as "the opportunity given to every worker or employee to acquire the knowledge and skills that help him perform his work in the best possible way."⁹

Training is an integrated process that aims to provide individuals with the methods, experiences and trends necessary to improve the use of current knowledge and skills, and prepare them for future tasks according to a scientific plan for their training needs. The definition highlights the importance of training as a tool for comprehensive and planned development, which enhances the performance of individuals and helps them prepare for future work requirements.

Dr. Ali Al-Salmi confirmed that administrative training includes working on developing the individual:¹⁰

- Understanding the management structure, policies followed, and the strategic objectives of the organization.
- Knowing the daily procedures and systems that govern the workflow.
- Understanding strategic plans and the challenges of implementing them.
- Knowing the scientific foundations of management and related fields.
- Understanding the basic administrative functions and leadership and supervision skills.

⁹ -- Muhammad Rafiq Al-Tayeb, **Introduction to Management, Basics, Functions, Techniques, Part One, Management, Organization and Institution**, University Publications Office, 2011, 3rd ed., p. 30.

¹⁰ -Muhammad Rafiq Al-Tayeb, **Introduction to Management, Basics, Functions, Techniques, Part One, Management, Organization and Institution**, University Publications Office, 2011, 3rd ed., p. 30.

- Developing the ability to lead teams and manage individuals effectively.
- Improving the skills of planning, organizing, coordinating, and controlling.
- Enhancing the ability to analyze problems and make effective decisions.
- Improve the ability to communicate, express clearly, and manage meetings and seminars.
- Support the policies and objectives set by management.
- Increase motivation and desire to perform work efficiently.
- Develop a sense of the importance of excellence and distinction at work

Based on the above, Dr. Ali Al-Salmi focuses on the importance of developing knowledge, skills, and attitudes to achieve outstanding performance at work. The training includes improving understanding of management and its operations, developing administrative and leadership skills, and enhancing positive attitudes towards work and cooperation.

3-2-Section Two: Controlling the concepts related to administrative formation

While formation and training share the fact that they are two means of developing individuals, they differ in their goals and scope. While education focuses on providing comprehensive knowledge and expanding the intellectual horizon of the individual by teaching the basic values and concepts that affect multiple aspects of his life, formation includes general learning that covers various topics and supports the development of a strong knowledge base. In contrast, development is a set of activities and programs designed to develop the skills and abilities of individuals in administrative positions, and enhance

organizational effectiveness by improving management, leadership, planning and organization methods.

The following table shows the difference between the terms related to administrative formation: education, formation, training, and development. This table aims to provide a comprehensive comparison that shows the differences between these terms:¹¹

Figure No. (01) illustrates the concepts related to administrative formation.

Term	Definition	Objective	Scope	Method
Education	is an organized process that aims to transmit general knowledge and basic concepts from one generation to the next.	Providing a broad knowledge base covering multiple topics and developing the general understanding of individuals.	Covers all academic fields	It is done through schools, universities, and academic institutes through specific curricula.
Formation	is the process of improving skills and performance by learning specific techniques and methods related to a particular profession.	Enhance job performance efficiency by developing specific work-related practical skills.	Focuses on practical skills and techniques related to a particular job.	It is done through workshops, training courses, or practical programs that include experiential learning.
Training	is a comprehensive	Achieving sustainable	Focuses on practical skills	It is done through workshops,

¹¹ - Belhadji Amina, "Training and Training as an Introduction to Building Human Capital," in the *Journal of Human Development*, Issue: 11, November 2018, p. 147.

	process that aims to improve personal and professional growth by developing skills and capabilities in a sustainable manner.	individual growth by improving personal and professional performance and enhancing leadership and management capabilities.	and techniques related to a particular job.	training courses, or practical programs that include experiential learning.
Development	Development is a comprehensive process that aims to improve personal and professional growth through the sustainable development of skills and capabilities.	Achieving sustainable individual growth by improving personal and professional performance and enhancing leadership and management capabilities.	It includes personal, professional and administrative aspects in an integrated manner.	This is done through self-development programs, guidance, continuous training, and change management.

From the table, it is clear that most definitions do not differentiate between the terms training and education, as they share the same meaning, as they both aim to improve administrative and organizational skills, such as planning, time management, and problem solving. Improving these skills can lead to improving the effectiveness of work within regional groups and enhancing coordination between different departments, and developing the technical skills and mental abilities of individuals, which contributes to improving their professional level and thus enables them to be promoted to higher job grades. However, the meaning of the word 'education' differs, as it includes all aspects of learning that an individual receives from values, skills, cultures, ideas, and general information, while development is the ability to adapt to environmental and technological changes by stimulating innovation and adopting the necessary changes.

3-3-Section Three: The Importance of Training in Improving the Administrative Performance of Human Resources

Training enhances employee efficiency and increases their ability to perform their tasks more effectively. When employees receive appropriate training, they learn new techniques and methods that help them accomplish their tasks more efficiently, which positively reflects on the quality of work and reduces errors.

In addition, training contributes to the development of leadership and administrative skills, which enhances the ability of managers and supervisors to manage work teams effectively. Leadership and crisis management training can improve the ability to make strategic decisions, which helps improve coordination and interaction within the team, and enhances the work environment in general¹².

On the other hand, training provides opportunities for professional development and personal growth, which increases employee satisfaction and motivates them to commit to their work. When employees feel that they have the opportunity to learn and grow, they are more motivated and dedicated, which contributes to improving their performance and productivity¹³.

It also plays an important role in enhancing employees' ability to adapt to rapid changes in work environments. By learning new skills and being exposed to innovative ideas, employees become more prepared to face challenges and embrace technological and administrative changes, which improves administrative performance under changing circumstances.

¹² - Belhadji Amina, previous reference, p.152

¹³ -Muhammad Abd al-Fattah al-Sayrafi, **Pioneering Management**, Egypt, Safaa Publishing and Distribution House: 2003.

By investing in training, the costs associated with errors can also be reduced, as good training reduces errors resulting from lack of skills and knowledge. This means reducing the costs associated with correcting errors, which improves work efficiency and increases the effectiveness of resources¹⁴.

Finally, training enhances the ability to innovate by stimulating creative thinking and providing innovative solutions. When employees are exposed to new ideas and learn new skills, they become more capable of providing creative solutions and improving administrative processes, which contributes to achieving excellence in performance, which is positively reflected in the overall performance of the organization.

1. Third axis: The importance of training in enhancing the administrative performance of human resources in regional groups

In light of the rapid developments witnessed by our local communities, the importance of improving the performance of human resources emerges as one of the basic elements that contribute to achieving sustainable development and effectively meeting the needs of citizens. In Algeria, regional groups play a pivotal role in providing local services and managing public affairs. To achieve local development goals and provide high-quality services, it becomes necessary to invest in continuous training and education for employees in these local groups so that employees in regional groups can improve their technical and administrative skills, adapt to rapid changes in the local environment, and enhance the quality of services they provide to citizens.

¹⁴ - Adel Mohamed Zayed, **Human Resources Management: A Strategic Vision**, Cairo: Faculty of Commerce, 2003, pp. 315-317.

4-1- Section One: Definition of Regional Groups (Local Groups)

Administrative organization is considered the process of coordinating local efforts, policies and plans that constitute the basic pillars on which sustainable development is based to a very important degree. Each country has a specific administrative organization that differs according to the approach of the existing system, and is based on central or decentralized devices and structures and adopting one of them. If the system of government is democratic, this necessarily affects the form of administrative organization of administrative units in the country in general, so that it enhances the method of administrative decentralization and thus administrative organization is not only a legal or administrative decision, but there are political, economic and sociological data that control the state's choice of the central system or the decentralized system represented by local groups.

Local groups are organizational units affiliated with the state, but they operate relatively independently at the local level. These groups vary between municipalities and states, and are considered an essential part of the state's administrative structure. Each of them enjoys a legal personality, which means that they are able to enjoy legal rights and obligations independently. They also have financial independence, which allows them to manage their own financial resources independently of the central authority. Local communities also manage their affairs through locally elected bodies, such as municipal or state councils, which enable citizens to exercise their civil rights and express their aspirations. The members of these councils are elected by local citizens, which enhances their representation and allows them to manage their affairs in a way that suits their specific needs¹⁵.

¹⁵ - Abdel Hamid Qarfi, **Algerian Administration: A Sociological Approach**, 1st ed., Cairo: Dar Al-Fajr for Publishing and Distribution, 2008, p. 76.

In contrast, there are other levels of local organization such as districts, which are considered subordinate to the state and are centrally managed by the highest authority in the state without the presence of elected local bodies to manage their affairs¹⁶.

Local communities are characterized by being close to citizens and responding to their needs more effectively, while districts remain part of the central administrative system managed by governors or central officials.

Local communities are considered two main administrative units, the municipality and the state, each of which has a distinct role and importance in the structure of the state¹⁷:

a) Municipality:

The municipality is the basic unit and the closest to citizens in the Algerian administrative system. It represents the base of the state at the local level, as it is concerned with the direct needs of society and works to solve local problems. The municipality has a legal personality and financial independence, which allows it to manage its resources independently and provide its services to citizens effectively. The municipality is characterized by a decentralized system, as it manages its affairs through elected local bodies, which enhances its ability to meet the needs of the population. In Algeria, there are 1541 municipalities distributed across the Republic, and each municipality represents the basic unit in the local state structure.

The Charter of Algeria emphasizes in Chapter Two, Point Ten, the importance of the municipality as a base for the political, economic and social organization of the country. The municipality is not only responsible for administrative, social and cultural functions, but it

¹⁶ - Amtot Omar, **Dictionary of Legal Terms in the Management of Local Government Affairs**, Algeria: Dar Houma for Printing, Publishing and Distribution, 2009, p. 110.

¹⁷ - Amtot Omar, the same reference mentioned above, p. 112.

also has powers to direct local economic development and uses part of its income to meet the needs of the local community¹⁸.

b) The state:

It is a decentralized administrative unit at a level greater than the municipality. The state is a legal personality with an independent financial status, which means that it represents a legal unit capable of acting independently in its financial and administrative affairs. There are 48 states that manage administrative affairs and coordinate between municipalities within its scope. The state contributes to the implementation of national policies and the coordination of activities between different local units, which enhances the effectiveness of both central and decentralized administration¹⁹.

Both the municipality and the state are vital parts of the administrative organization in Algeria, where the municipality acts as the basic unit that deals directly with citizens' issues, while the state contributes to coordination and management at a larger level, which ensures integration and effective response to the needs of citizens in different regions²⁰.

Through this, it is worth noting that local groups have a relationship with the embodiment of democracy, as this principle includes the right of citizens to participate in the management of public affairs and to run for elections, and to elect representatives in secret ballot according to free and legitimate methods by placing responsibility on these representatives directly through the democratic process and indirectly through the central

¹⁸ - Ahmed Mahyou, **Lectures on Political and Administrative Institutions**, trans. Muhammad Arab Sasila, 3rd ed., Algeria: Office of University Publications, 1979, p. 182.

¹⁹ - Freja Hussein, **Explanation of Administrative Law: A Comparative Study**, 2nd ed., Algeria: University Publications Office, 2010, p.170.

²⁰ -Abdul Bari Ibrahim Durra, Jahir Ibrahim Al-Sabbagh, **Human Resources Management in the Twenty-First Century: A Systemic Approach**, Wael Publishing and Distribution House, Jordan, 1st ed., 2008, pp. 301-302.

government's control over local groups, and thus the state is based on the principles of democratic organization and social justice

4-2- Section Two: Sustainable improvement of regional groups through administrative performance of human resources

Administrative performance of human resources plays a vital role in improving public services through a direct impact on the efficiency and quality of services provided. This role can be summarized in developing electronic services for the benefit of citizens, workers and other departments. Therefore, two basic elements must be provided:²¹

- 1) Administrative transparency: by saving time and costs, avoiding chaos, and making healthy and rational decisions that benefit the administrative apparatus.
- 2) Citizen participation: through a group of activities carried out by citizens either individually or jointly with public facilities to improve their conditions.

Change for the better targets practices and attitudes primarily in terms of resource utilization, investment orientations, technological development approaches, and institutional change in a way that enhances both present and future potential to meet human needs and aspirations by modernizing local communities to confront all forms of bureaucracy and enhancing the quality of services provided to citizens at the local level, in terms of quality and time. This is done by utilizing information and communication technology, in addition to developing and training human resources in local communities, and ensuring the protection of individuals' personal data.

²¹ - Abdul Bari Ibrahim Durah, Jahir Ibrahim Al-Sabbagh, **Human Resources Management in the Twenty-First Century: A Systemic Approach**, Wael Publishing and Distribution House, Jordan, 1st ed., 2008, pp. 301-302.

5. Conclusion:

In conclusion, it is clear that training plays a pivotal role in enhancing human resources performance at the level of regional groups in Algeria. By investing in continuous and comprehensive training programs, the skills and competencies necessary to meet the increasing challenges and achieve the desired goals can be improved.

Training enhances the ability of employees to provide more effective and efficient services, which contributes to improving the quality of administrative and service performance, and also contributes to enhancing employee commitment and raising their level of satisfaction, which leads to enhancing the ability of regional groups to respond to the needs and aspirations of citizens better. Therefore, training is one of the basic pillars for achieving sustainable development and improving public performance in Algeria.

Investing in targeted training programs contributes to equipping human resources to meet challenges efficiently, which leads to improving the response of regional groups to the needs of citizens and achieving the goals of sustainable development. Therefore, training is considered the essential element that drives towards achieving optimal performance and developing local administration to ensure meeting the aspirations of society.

Based on the analysis of the role of training in improving human resources performance at the level of regional groups in Algeria, the following recommendations can be made:

- ☆ Training programs should be designed and implemented that address all aspects of administrative and service work, with a focus on basic and advanced skills that meet the needs of employees
- ☆ Review and update training content periodically to keep pace with technological and administrative developments.
- ☆ Conduct periodic analysis of training needs based on performance evaluation and employee needs.

- ☆ Select accredited and effective training programs that focus on improving skills that need to be developed.
- ☆ Establish partnerships with universities and specialized institutes to provide specialized and advanced training programs.
- ☆ Allocate appropriate budgets to develop and implement training programs, and ensure their continuity.
- ☆ Ensure senior management support for training programs and provide the necessary resources to implement them.
- ☆ Benefit from modern technology such as online training and interactive training to improve the effectiveness of training programs.
- ☆ Encourage a culture of cooperation and teamwork among employees to enhance the application of skills acquired from training.
- ☆ Provide continuous support and guidance to employees to apply what they have learned in daily work.
- ☆ By implementing these recommendations, the effectiveness of training can be enhanced and tangible improvements in human resources performance can be achieved at the level of regional groups in Algeria.

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