

The Contribution of Human Resources Performance Evaluation to Enhancing Creative Sensibility in NAFTAL Organization

مساهمة تقييم أداء الموارد البشرية في تنمية الحس الإبداعي بمؤسسة نفطال

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Abstract:

Employee performance is fundamental in any organization and society, representing the outcomes organizations strive to achieve. It is one of the key indicators used to gauge the success or failure of organizations in reaching their objectives. Scholars unanimously agree that focusing on the performance of human resources within an organization leads the institution to its highest goals. Naturally, all organizations aim to complete their tasks efficiently and effectively to achieve pre-planned objectives at the lowest possible cost. This is precisely what NAFTAL aims to achieve.

Keywords: Human Resources, Performance Evaluation, Creativity, NAFTAL Organization.

JEL Classification Codes: M12, L25, L26

ملخص:

يمثل أداء العاملين في أي منظمة كانت وفي أي مجتمع مطلباً أساسياً ذلك أنه يعد الناتج النهائي الذي تسعى المنظمات إلى تحقيقه، ويعتبر أحد المؤشرات التي يستدل بها على نجاح أو فشل المنظمات في تحقيق أهدافها، وقد اجمع المفكرون أن الاهتمام بأداء المورد البشري في المنظمة يصل بالمؤسسة إلى أسمى أهدافها وبطبيعة الحال تسعى كل المنظمات إلى انجاز أعمالها بكفاءة وفعالية عالية وذلك من أجل الوصول إلى تحقيق الأهداف التي تم التخطيط لها مسبقاً وبأقل تكلفة ممكنة، وهو ما تسعى مؤسسة نفطال لتحقيقه.

كلمات مفتاحية: الموارد البشرية، تقييم الأداء، الابداع، مؤسسة نفطال.

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1. INTRODUCTION

Human resource management in contemporary institutions has gained significant importance due to its focus on the human element, considered the most valuable and influential resource. It involves guiding, leading, developing, and nurturing employees and their skills. At the beginning of the 20th century, the importance of human resource management increased, particularly with the advent of new technological advancements that impacted all of its functions, making it more efficient, effective, and innovative.

Focusing on administrative creativity within organizations requires nurturing the creative abilities of its leaders, managers, and human resources. Human resources are among the most crucial, as they are the core wealth of institutions, possessing capacities and capabilities that other resources do not. Therefore, caring for and developing human resources is a primary concern for officials in developed and developing countries, as human resources are the most critical elements of production.

Organizations strive to make the most of these resources by continuously developing them, which reflects positively on individual performance quality. This improvement allows individuals to achieve their personal goals while ensuring the institution's survival, continuity, and growth in an unstable environment.

Through employee performance evaluation conducted by human resource management using various methods and techniques, deficiencies are identified—whether related to the position or the individual. To address these deficiencies, management often turns to innovation, which we will explore through our study of performance evaluation in NAFTAL, addressing the following question:

How has effective employee performance evaluation contributed to developing creative sensibility within NAFTAL?

2. Human Resources Performance Evaluation

Once human resources are managed efficiently and positively, it is essential to ensure their capabilities are utilized effectively to achieve institutional and human resources objectives and societal goals. This verification process is known as performance evaluation, through which strengths and weaknesses of human resources are identified.

2.1 Concepts Related to Human Resource Management

The concept of human resource management has undergone a series of changes and has gained increased importance in businesses and organizations due to its key role in achieving institutional goals.

2.1.1 Definition of Human Resource Management

Before delving into the concept of human resource management, we must first define "management" and "human resources":

F. Taylor defined management as " the correct understanding of what individuals are required to do and ensuring that they perform it in the best and most cost-effective way."

It is also defined as: "An intricate set of functions or processes (planning, organizing, directing, controlling) aimed at achieving specific objectives through the optimal use of available resources."

Human resources have been defined as all individuals who work within the institution, both superiors and subordinates, who are employed to perform its various functions and tasks under the umbrella of its organizational culture, which dictates and regulates their behavioural patterns. This includes a set of plans, systems, policies, and procedures that organize their duties and the implementation of institutional functions to achieve its mission, goals, and future strategies. In return, human resources receive various forms of compensation from the institution, such as salaries, wages, and job benefits, in a mutually beneficial exchange. (Rahman, 2010, pp. 19-20)

Human Resources Management has been defined in various ways, some of which include:

 **Human Resources Management**, according to modern approaches, is defined as: "All management activities related to identifying the institution's human resources needs, developing their capacities, enhancing their efficiency, and providing them with compensation,

motivation, and comprehensive care to maximize their effort and intellectual contributions towards achieving the institution's goals"; (Radwan, 2013, p. 13)

- It is also defined as: "That aspect of the process involving several functions and activities aimed at managing the human element effectively and positively to achieve the institution's goals, the human resources, and society. The functions and activities of Human Resources Management are directly linked to the institution's strategy";

- Another definition states: "The administrative activity associated with identifying the institution's workforce needs and ensuring their availability in numbers and competencies that match these needs while using those resources effectively to achieve optimal production efficiency". (Abbas, 2015, pp. 20-21)

✚ From the definitions above, we can deduce that Human Resources Management is: "An administrative philosophy (planning, organizing, directing, controlling, and evaluating the performance of human resources), utilizing and developing them in the best possible way".

2.1.2 Characteristics of Human Resources Management

In light of the previous definitions, we can deduce the distinctive characteristics of Human Resources Management: (Amuna, p. 69)

- It is an administrative function within any institution that includes activities and programs. The manager is responsible for these activities and programs associated with specific goals for individuals, the institution, and society.

- The administration is responsible for focusing on individuals and performing activities related to finding the right person for the right job, ensuring the institution's success and sustainability in a constantly changing business environment.

- It involves acquiring and utilizing human resources to achieve optimal outputs with given inputs while maintaining and preserving them.

- Human Resources Management is a unique function that seeks to achieve competitive advantage through crafting a specific strategy to acquire

human resources that exhibit efficiency, loyalty, creativity, innovation, and renewal.

2.1.3 Importance of Human Resources Management

Human Resources Management is important to an institution as one of its key modern functions. It manages the institution's most important and valuable assets—its human resources, distinct from other assets because they think, contribute to decision-making, and improve organizational performance. Human resources (managers and employees) contribute to management, thus motivating them to strive for excellence and innovation. Given its critical importance, we highlight the significance of Human Resources Management at two levels: (Al-Masoudi, p. 28)

2.1.3.1 Importance at the National Level

The effective management of human resources is crucial for institutions at the national level due to the following factors:

- Human resources are the foundation of independence and economic influence.
- Human resources serve as a global competitive tool.
- Innovative minds reduce the cost of imported technology.
- The attraction of intellectual talent has become a battleground in global competition.
- Effective human resource management contributes to national security.

2.1.3.2 Importance at the Institutional Level

Research and studies have shown that effective human resources management leads to the following results:

- Improved productivity and performance, unleashing the potential of employees.
- Managers recognize that an institution's ability to compete, excel, and innovate depends on human capital.
- Employees' job values change as they seek respect, recognition, and involvement in decision-making related to their work.

2.1.4 Objectives of Human Resources Management

The objectives of Human Resources Management are diverse and aim to achieve the organization's overall strategic goals and ensure employee

satisfaction. Key objectives include: (Al-Masoudi, p. 27)

- Building a stable and highly competent workforce.
- Developing and improving workforce efficiency and productivity.
- Compensating employees for their financial and moral efforts while fostering job satisfaction and engagement.
- Ensuring fairness and equal opportunities for all employees in promotion, wages, and training.
- Preserving the workforce and maintaining its safety and skill levels in performance.

2.2 The Concept of Employee Performance Evaluation

2.2.1 Definition of Performance Evaluation

 Several definitions of employee performance evaluation have been provided, including:

- Performance evaluation is a periodic report that indicates an individual's performance and behaviour compared to the duties and responsibilities of their assigned job. It helps management identify strengths and weaknesses in the employee's performance. The goal is to address weaknesses, if any, and reinforce strengths. This concept focuses on the actual performance of the job's requirements, comparing it to the expected performance. (Saleh, 2004, p. 137)

- It is also defined as the process by which the extent of an employee's adherence to work standards and behaviours and the results achieved from such adherence are measured during the evaluation period. (Al-Alaqi, 2013, p. 309)

- It is the method or process employers use to assess which employees have performed their tasks as required, leading to an evaluation of their competence or merit. (Hanafi, 2002, p. 361)

2.2.2 Importance of Employee Performance Evaluation

The importance of employee performance evaluation arises from its role in aligning factors of production with efficiency measures, highlighting its significance through the following points: (Hamed, 2009, p. 124)

- It helps direct senior management's attention to areas of responsibility

that require more supervision, thereby making supervision more productive.

- It streamlines future workforce management by highlighting successful employees and fostering their development while identifying underperforming individuals who may need to be replaced or improved. Performance evaluation serves as an objective basis for offering incentives and rewards.

- It provides functional insight for managers, allowing them to understand how tasks are performed and providing a solid foundation for an effective incentive system.

2.2.3 Objective of Employee Performance Evaluation

Organizations implement performance evaluation systems to gather valuable information, especially for Human Resources Management, which uses them for various purposes, including: (Zawawi, 2007-2008, p. 53)

- Contributing to workforce planning and shaping selection and recruitment policies to ensure the right skills and knowledge are chosen. It also indicates the success or failure of these policies through employee performance evaluations.

- Helping management identify work obstacles, such as ineffective policies, procedures, or a lack of necessary equipment to complete tasks.

- Assisting in decisions related to transfers and promotions and determining workforce surplus, as an individual's failure to perform their duties efficiently may result from their placement in an unsuitable position. In such cases, management can transfer or promote them to more appropriate roles or address workforce imbalances through termination or relocation.

- Improving supervision by encouraging managers to monitor employee performance and behaviour to prepare timely reports continuously.

- Identifying training needs by highlighting performance weaknesses related to technical and administrative skills leads to developing programs that address these needs and enhance employee expertise.

- Providing employees with feedback on the quality and efficiency of their work, encouraging them to improve.

- Promoting respect for work regulations, as employees who know their performance is being evaluated tend to adhere more closely to established rules and procedures.

2.3 Responsibility for Performance Evaluation

Although direct supervisors often perform evaluations in many institutions, other parties may also participate.

2.3.1 Direct Supervisor

The direct supervisor is most familiar with the employee's work, duties, responsibilities, abilities and behaviours. They are well-versed in the strengths and weaknesses of their subordinates' performance and possess sufficient information about the conditions and individuals in their department. However, a supervisor may be biased for or against a particular subordinate, and non-objective factors such as personal relationships and favouritism may influence the evaluation process. (Adel Harhoush Saleh, 2006, p. 54)

2.3.2 Peer Evaluation

This method is based on the premise that certain aspects of human resources behaviour cannot be identified or judged by a supervisor but can be observed and evaluated by colleagues who interact directly. (Barbar, 2008, p. 177)

2.3.3 Self-Evaluation

Some institutions allow human resources to evaluate themselves when there is a high degree of institutional culture or mutual trust between the institution and its workforce. (Barbar, 2008, p. 178)

2.3.4 Human Resources Management Evaluation

The Human Resources Management department is also responsible for reviewing performance evaluation reports to ensure they are prepared promptly according to institutional policies. This department is tasked with sorting these reports by type, facilitating the executive management's decision-making regarding disciplinary actions for underperformers or rewards for high performers. (Saleh, 2004, p. 54)

2.3.5 Human Resources Experts

Occasionally, human resources experts from within or outside the institution are consulted to evaluate employee performance. These experts must know the nature of the job being evaluated and assist evaluators in

explaining the evaluation process's dimensions, objectives, and procedures. (Adel Harhoush Saleh, 2006, p. 55)

3. Methods of Human Resources Performance Evaluation

There are various methods and tools for evaluating employee performance. Some of these methods provide data that employees can use to assess their progress, but they may not provide all the necessary information for decision-makers in personnel matters. Others are used by management to develop human capital.

3.1 Steps for Performance Evaluation

These steps or procedures can be explained in the following paragraphs: (Suheila Muhammad Abbas, 2003, pp. 245-246)

- Setting Performance Standards: Job analysis is essential to establish specific organizational performance standards. The defined standard indicates the effectiveness of an employee's performance in a specific job. Effective performance standards differ according to job specifications and conditions, and the information obtained from job analysis helps build appropriate standards for effective performance.

- Communicating Performance Expectations to Employees: After determining the necessary performance standards, they must be communicated to employees to clarify what they are expected to do. This process is more effective when it is two-way—information flows from the manager to subordinates and is discussed to ensure clarity. Feedback from subordinates to the manager is also essential to resolve any unclear aspects.

- Measuring Performance: This step involves collecting information on actual performance.

- Comparing Actual Performance to the Standard: The actual performance is then compared to the established standards to identify deviations.

- Discussing Evaluation Results with Employees: Discussing both positive and negative aspects of performance with employees is necessary. This allows the supervisor to highlight important areas, especially weaknesses the employee may not have noticed.

- Corrective Actions: Corrective actions can be immediate and short-term or more fundamental and long-term measures for performance

improvement. (Munir, 2011, p. 167)

3.2 Traditional Methods of Performance Evaluation: These include:

3.2.1 Trait or Characteristic-Based Evaluation Method:

This method identifies traits and characteristics to evaluate an employee's performance. These traits are then rated from unsatisfactory to exceptional (e.g., unsatisfactory, satisfactory). Supervisors assess subordinates by circling the rating for each trait, and the total score for all traits is calculated, providing the overall performance level of the employee. (Salmi, 1985, pp. 334-335)

3.2.2 Simple Ranking Method:

Known as the grading system, this method ranks employees in descending order, with the best-performing employee ranked highest and the least-performing ranked lowest. (Hanafi, 2002, p. 369) His method is simple and easy to use, aligning with a supervisor's natural approach to assessing employees. However, it does not offer a precise or consistent picture of employee performance and assumes that the differences between ranks are equal. It also does not focus on specific aspects of performance but evaluates it as a whole. Additionally, this method does not allow comparisons across different groups of employees. (Sultan, 1993, pp. 309-310)

3.2.3 Forced Distribution Method:

In this method, the evaluator must group employees into different performance categories, typically poor to excellent. The employees are then distributed among these categories based on a normal distribution curve. Categories may range from poor, below average, and average to above average and excellent, with the percentages in each category predetermined. (Wafi, 2012-2013, pp. 69-70)

3.2.4 Paired Comparison Method

This method allows each department individual to be compared with others. Pairs are created, and one employee is deemed superior within each pair. For example, if there are four employees (Ahmed et al.), the comparisons would be as follows:

Ahmed/Sumaya, Ahmed/Mohammed, Ahmed/Amin, Sumaya/Mohammed,...

The direct supervisor selects the better performer in each comparison, and the number of times an individual is rated higher is tallied to rank employees according to their overall performance. (Maher, 2005, p. 298)

3.3 Modern Methods of Performance Evaluation: These include:

3.3.1 Forced-Choice Method:

This method consists of multiple sets of four statements, two representing desired traits in an employee's performance and two undesirable traits. The supervisor must select two of the four statements—one describing the desired trait and one representing the undesired trait. However, the supervisor does not know which statements will be counted for or against the employee. The human resources department later performs the calculations and reveals the evaluation results.

For example, the statements might be:

- The employee meets expectations during peak work periods.
- The employee completes both required and additional tasks.
- The employee struggles to resolve encountered problems.
- The employee needs to gain decision-making skills.
- The first two statements reflect desired traits, while the third and fourth represent undesirable traits. The supervisor selects the statement that most accurately reflects the employee's performance. The disadvantage of this method is that the supervisor does not know the weight of the statements, which can make the evaluation unclear. Additionally, it is costly, as specific statements must be created for each role, varying across departments and positions. (Reda Sahib Abu Hamed, 2006, p. 435)

3.3.2 Critical Incidents Method:

In this method, performance evaluation is based on identifying behaviours that positively or negatively affect performance. These behaviours must be significant and directly influence the effectiveness of the employee's role. The supervisor must observe employee behaviours and record strengths and weaknesses. While this method provides valuable insights into certain periods of an employee's performance, it may offer a partial view of performance throughout the year. It focuses on behaviours rather than overall performance. (Salem, 2006, p. 71)

3.3.3 Management by Objectives:

In this approach, employee evaluation is based on comparing set objectives with actual results. Employees' performance is evaluated based on their ability to meet the institution's goals. The process follows these steps: (Abawi, 2006, pp. 160-162)

- Objectives are set for each employee. These objectives are established collaboratively between the supervisor and subordinate or solely by the supervisor. The objectives define the desired results and the means to achieve them.

- A timeline for performance is established, allowing for continuous progress monitoring.

- Actual performance is compared to the pre-set objectives, helping identify improvement areas.

- New objectives and strategies are defined, allowing employees who have successfully met their goals to take part in setting new objectives for the next cycle.

3.3.3 Assessment Centers:

In this method, employees are evaluated in specialized assessment centres, typically located outside the organization. Multiple evaluators assess 6 to 12 employees, particularly those in leadership positions. Various methods, such as role-playing, decision-making exercises, and group discussions, are used to evaluate whether employees possess the qualities and interpersonal skills required for managerial roles. Some of the advantages include: (Mustafa, 2004, pp. 339-340)

- The primary advantage of assessment centres lies in providing a reliable measure of individual performance in administrative tasks.

- They provide specific, verified information that can assist in designing individualized management plans.

- They provide specific, verified information that can assist in designing individualized management plans.

- Reliability, validity, and acceptance among managers and employees characterize them.

3.3.5 Field Review Method:

This method involves active participation from the Human Resources department. A representative from HR interviews each supervisor in their office, asking questions about the employees under their supervision. The HR representative then analyzes the responses to generate a more detailed employee evaluation. This method provides more accurate information than written evaluations alone. However, it can be time-consuming and may affect the integrity of the results due to the lengthy process.

These various methods, both traditional and modern, each offer distinct advantages and disadvantages, allowing organizations to choose the most suitable approach for evaluating employee performance based on their specific needs and circumstances.

4. Employee Performance Evaluation at NAFTAL and Its Impact on Creativity

Given its critical role in the national economy, NAFTAL is one of the largest and most important national companies. Its primary function is the marketing and distribution of petroleum products, alongside establishing investment projects that benefit the company, ensuring the provision of various products at the right time and place. Sonatrach was established in 1963 by Decree No. 63-491 dated 31/12/1963, with its main responsibilities being the transportation and marketing of hydrocarbons. Decree No. 66-29 later expanded its scope on 22/09/1966 to include hydrocarbon exploration, production, and processing. (Prepared by the students, 2024)

Definition and Origins:

NAFTAL is one of Algeria's most significant public institutions, ranked third after Sonatrach and Naftac. It is a joint-stock company with a capital of 15.65 billion DZD and is a subsidiary of the Sonatrach Group, which dominates the hydrocarbons market in Algeria.

- NAFTAL was established by Decree No. 87-189 dated 25/08/1987, which dissolved the National Refining and Distribution of Petroleum Products Company (ERDP) into two entities:

- NAFTEC is responsible for refining petroleum products.
- NAFTAL is responsible for distributing and marketing petroleum products.

The name "NAFTAL" is derived from two parts:

- "NAFT" means oil.
- "AL" representing Algeria. Therefore, NAFTAL stands for "Oil of Algeria."

NAFTAL is a pillar of the national economy. It plays a strategic role by monopolizing the distribution of petroleum products across the country, making it the heartbeat of the national economy and ensuring its presence nationwide.

4.1 The Organizational Structure (Company Documents, 2024)

- The Executive Committee:

Headed by the CEO, it includes department heads and executive directors. It defines the company's strategic directions, particularly management, partnerships, and security.

- The Management Committee:

Headed by the CEO, it includes department heads and executive directors, assisting the CEO in managing and overseeing operations.

- Advisors:

They assist the CEO in strategic decision-making, particularly regarding international activities and media relations.

- Central Departments:

- Strategic Planning and Economics Department (SPE): Responsible for planning, organizing the company, conducting economic studies, and managing project developments.

- Finance Department (DEF): This department ensures proper accounting practices, reviews financial cycles, manages the company's financial status (treasury, financial accounting, taxes, insurance), and finances operations and investments.

- Information Systems Department (DESI): Oversees management procedures and control systems, implements information systems, and enhances the company through technology.

- Human Resources Department (DERH): Establishes HR management policies (training programs, labour law), evaluates the

company's HR needs, and implements incentive systems like promotions and bonuses.

- Marketing Department (DCM): Conducts market studies and develops strategies to improve product sales.

- Research and Development Department (DCRD): This department conducts technological research and development and evaluates the company's projects in areas such as transportation, maintenance, and distribution.

- Audit and Control Department (DCA): This department conducts internal audits to improve and develop company procedures and models.

- Industrial Security and Environment Department (DCSI): Develops safety regulations, particularly in product storage and distribution, and implements environmental protection policies.

- Social and Cultural Affairs Department (DASC): Participates in setting company policies on social and cultural matters, promotes health, sports, and culture, and works to improve workers' social conditions.

- Property Protection Department (DCPP): This department manages and maintains company assets, including buildings, installations, and transportation equipment.

- General Administration Department (DAG): This department manages human resources and provides all departments with the necessary tools and infrastructure to achieve their objectives.

4.2 Branches and Their Responsibilities

4.2.1 B.CBR: 1. Fuel Division (B.CBR):

- Ensures the supply and marketing of fuel across the entire country, covering national needs for distribution and transportation under optimal conditions.

4.2.2 Liquefied Propane Gas Division (GPL):

- Guarantees the availability and distribution of gas nationwide, especially during winter when demand increases.

4.2.3 Commercial Division (B.COM):

This division, which forms the focus of our study, is responsible for:

- Marketing petroleum products and services across the sales network.
- Managing the fuel distribution network, relationships with major fuel consumers, and monitoring service quality

4.2.4 Study of the Organizational Structure of the Commercial Unit (Company Documents, 2024)

NAFTAL's Distribution Unit: The NAFTAL unit was established under the directives of the general management of the NAFTAL institution. Due to its dual nature, both technical and administrative, this unit is divided into two types of structures:

- **Administrative Structures:** These consist of departments that include various divisions.

The unit organizational structure consists of six departments: General Services, Technical Works, Marketing, Maintenance Technologies, Human Resources, and Accounting and Finance.

- **General Services Department:** This department handles tasks related to the overall administration of the unit, including the procurement of resources and supplies, office equipment, and other necessary tools. It is divided into three sections: General Resources, Equipment, and Destinations.

- **Technical Works Department:** This department is responsible for all technical operations related to the construction of distribution stations and the maintenance of distribution equipment.

- **Maintenance Technologies Department:** This department manages the commercial operations of the unit by utilizing the resources within its divisions. It consists of three sections: Sales Section, Distribution Section, and Product Development and Promotion Section. It is also tasked with maintaining the unit's facilities and employing technical staff to handle fixed and mobile equipment through repairs and maintenance. This department is divided into six sections:

1. Fixed Equipment Maintenance Section
2. Network Section
3. Studies and Control Section
4. Supply Section
5. Electrical Section
6. New Works Section

-**Human Resources Department:** The Human Resources Department's

primary role is to organize the workforce, beginning with recruiting and training candidates for positions while ensuring appropriate social conditions for employees. The department is divided into three main sections:

A. Employee Management Section: This section handles daily and periodic employee management tasks, serving as the core of the Human Resources Department. It manages all employee-related matters from their hiring until they depart from the institution. Additionally, it provides information to the payroll department regarding absences, family allowances, and disciplinary actions. This section includes:

- **Social Services Branch:** Manages sick leave and health-related incidents.

- **Employee Management Branch:** Handles tasks such as:

1. Maintaining and processing employee files.

2. Preparing promotion schedules and processing relevant documents.

3. Handling promotions based on predetermined criteria.

4. Manage attendance and record it in employee files.

B. Payroll Section: This section is responsible for all payroll-related operations and preparing and managing employee salaries. It processes data for new employees based on hiring decisions and records changes such as shifts in social status or work performance. Payroll data is compiled into a single document and sent to the General Accounting Department for processing. This section includes both the Payroll Branch and the Post-Payroll Branch.

C. The Human Resources and Recommendations Section: oversees training programs to enhance employee performance and specialization. It also facilitates training interns who may replace current employees in collaboration with vocational training centres. Interns receive practical training within the unit and participate in exams and competitions. This section comprises the Internships Branch and the Planning and Career Monitoring Branch.

- Accounting and Finance Department:

This department is crucial in continuously monitoring the unit's financial situation and regularly auditing all financial and accounting records.

It is divided into four sections:

A. General Accounting Section: Responsible for managing the unit's accounting operations, including overseeing all commercial transactions, purchases, and sales. It includes the Suppliers Division, Sales Storage Division, and Concentration Division.

B. Treasury Section:

Manages the effective handling of available liquidity, covering the Treasury and Expenses Division, Revenue Division, Reconciliation Division, and Cash Section. As the unit is not financially independent, its revenues are directed to the main institution's account. When funds are needed, the unit submits a quarterly funding request to the headquarters.

C. Budget and Costs Section:

Responsible for evaluating the costs of marketing operations, including all material resources used, determining annual turnover, and calculating profitability.

D. Audit Section:

This section monitors and resolves any discrepancies that arise during audits.

4.3 Evaluation of Human Resources Performance and Its Impact on Creativity at NAFTAL

Our study relied on the "interview" technique, a direct investigative tool used in face-to-face meetings to gather qualitative information for understanding attitudes and behaviours. Based on previous studies, we formulated questions to understand how NAFTAL encourages employees to perform tasks efficiently and effectively, fostering creativity. The interview results were as follows:

4.3.1 Service Quality:

This is achieved by asking the following questions:

➤ **Do employees perform their tasks efficiently and effectively?:**

Employees feel their salaries align with the institution's goals and duties.

➤ **Do employees exert sufficient effort to complete their tasks?:**

Given NAFTAL's economic nature, the company incentivizes employees

with individual and group performance bonuses.

- **Are employees assigned specific tasks?:** Every employee is assigned a specific role, positively impacting performance.

4.3.2 Human Skills:

This is achieved by asking the following questions:

- **Do new employees receive direct training?:** Yes, they are sent to training centres in Constantine, Oran, or regional centres or contracted training programs to develop skills aligned with company goals.
- **Does NAFTAL help employees develop their professional skills and interests?:** Yes, through regular training sessions at training centres or contracted specialized programs.
- **Do employees use their skills on the job?:** Many employees, motivated primarily by salary, do only what is required without fully utilizing their skills.

4.3.3 Performance Evaluation:

This is achieved by asking the following questions:

- **Do subordinates receive instructions from one supervisor or multiple supervisors?:** Typically, each employee follows orders from their direct supervisor to maintain organizational balance and avoid conflicts.
- **How is performance evaluated?** The direct supervisor conducts evaluations through performance reports, considering factors such as effort, attendance, discipline, and work quality.
- **Are employees satisfied with the evaluation and promotion process?** Yes, employees feel there is objective fairness, with promotions based on clear, consistent criteria.

4.3.4 Creative Behavior:

This is achieved by asking the following questions:

- **Does NAFTAL reward creative employees?:** There is little motivation for creativity due to a lack of incentives and rewards.
- **Do employees show an interest in proposing new ideas related to their work?** This interest is present but limited.
- **Does effective evaluation of human resources contribute to increased creativity and performance?:** Emphasizing the importance

of attracting qualified, experienced individuals can improve performance and foster innovation.

In conclusion, NAFTAL recognizes that managing human resources goes beyond evaluation; it requires a structured system of incentives, continuous training, and regular performance reviews to maintain competitiveness and employee loyalty.

5. CONCLUSION

Human resource management occupies a significant position in modern organizations through its functions of planning, directing, and controlling the organization's human resources. One of the most important practices is the recruitment function, which allows the organization to attract the best talents based on predefined criteria. These criteria consider individual differences, abilities, and skills that distinguish the individuals the organization needs and assess them through conditions and tests to select the most suitable person for the right position. Additionally, the development and enhancement of human resources play a crucial role in utilizing employees' full potential and improving their performance in line with their roles, the organization's objectives, and the surrounding environment. Furthermore, motivating employees through various incentives ensures the organization's continuity in the market, along with regularly evaluating these resources to improve their performance and maintain loyalty.

Recommendations:

Based on the findings of this study, several recommendations can be made:

Senior management must encourage and support new ideas from employees at all levels within the company.

- Employees should be encouraged to work in teams that foster a spirit of risk-taking and initiative.

- The company should adopt standards aimed at achieving the required performance levels.

- The organization must recognize the importance of providing a suitable working environment and focus on cultivating values among

employees, as this positively impacts their ability to innovate.

- Emphasis should be placed on fostering dimensions of administrative creativity, particularly in areas such as risk-taking, which tend to be underdeveloped.

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