

**The Problem of Evaluating the Performance of Human Resources and  
Training in Algerian Institutions – A Field Study in the Forest  
Governorate of Djelfa Governorate-**

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**Abstract:**

The study aimed to research the problem of evaluating human resources performance and training in Algerian institutions-a field study in the forest governorate in the state of Djelfa-and the study was adopted by the descriptive analytical approach, where corresponding questions were used as a tool to collect data on a sample of 29 employees belonging to the institution under study and they were interviewed from The researchers accepted and asked the questions that study the variables of the study on them, and the study reached many results, including: The performance evaluation system must stem from the institution's conviction and needs in order to be more effective in achieving the goals of the institution and providing services at the level required for society and building training programs on the basis The results of the evaluation of human resources performance and the involvement of all employees in building the training program plans and making its standards clear to all and giving everyone an opportunity to form.

**Keywords :** Human resource, performance evaluation, training needs, training program.

## **I- Introduction:**

Human resources have played many roles in the lives of institutions, and gradually stipulated that in turn the tremendous historical development of human resources management, which was at the beginning of the year 1800, where several issues emerged within the responsibility of human resources management, and among these issues is the evaluation of performance and effective training of human resources, therefore Interest in evaluating performance and training in human resources has increased, it is no longer confined to individuals who have deficiencies in their performance levels, but now it is based on raising the efficiency and professional experience of the individual.

The evaluation of performance and human resource training in the contemporary world is the tool and means of development, and they are the basis that achieves the development of workers on an ongoing basis that guarantees their tasks, responsibilities and duties in a manner that is commensurate with the developments of their business that did not exist when preparation before service, and the results of many research have shown that to evaluate Performance and human resources training is a fundamental role in towards culture and civilization in general, and it justifies the importance of this as the basis of all learning, development and development of the human element and then the progress and construction of society.

### **Research problem: What is the reality of the problem of assessing and training human resources performance in Algerian institutions?**

This problem is divided into a set of questions:

- ✓ What is the concept of performance evaluation?
- ✓ What are the forms of human resources training?
- ✓ What are the training steps?

**Research hypotheses:** To answer the questions, the following hypotheses were developed:

1. Performance evaluation is the administrative process that aims to measure the individual differences between workers in terms of their efficiency in advancing the burdens and responsibilities of their current functions on the one hand and the possibility of assuming them for more levels, burdens and responsibilities on the other hand.
2. Human resource training forms are: primary programs, responsibility programs and development centers.
3. Training steps are: Training needs analysis, training of training aids, selecting the validity of the content of the training program, implementing the program and evaluating the training program.

**The importance of the study:** comes from the important role that performance evaluate and training human resources plays in Algerian institutions. Performance and training assessing two functions of human resources management, which is the latter, is one of the basic ingredients, but rather the main and essential nerve for the success of any organization.

**Research objectives:** This study seeks to identify and highlight the problem of evaluating human resources performance and training in Algerian institutions- a field study in the forest governorate in the state of Djelfa- through the set of sub-goals represented in:

1. Answer the questions and verify the assumptions raised.
2. Highlighting the theoretical aspect of the concept of assessing and training human

resources performance.

3. Discuss the reality of the problem of assessing and training human resources performance in Algerian institutions.

**The limits of the study:**

- ✓ **Spatial borders:** The study included the forest governorate in the state of Djelfa.
- ✓ **Time limits:** The study was limited to the time period 12/04/2020 until 12/09/2020.

**1. Performance evaluation**

**1.1 The concept of performance evaluation:**

Performance evaluation is a periodic report between the level of the individual's performance and the type of behavior compared to the skills and duties of the job assigned to him. It helps officials to know the aspects of weakness, if any, and strengthen aspects of strength as well. (Saleh, 2004, p. 137)

It is also defined as the administrative process that aims to measure the individual differences between workers in terms of their efficiency in the advancement of the burdens and responsibilities of their current jobs on the one hand and the possibility of assuming them for positions with a level, burdens and greater responsibilities on the other hand. (Bakr, 2008, p. 297)

The concept of performance evaluation includes both efficiency and efficiency, as the performance evaluation process involves the task of identifying, measuring and managing the performance of workers in the organization, and this concept includes three basic components:

- ✓ Performance affecting the effectiveness of organizational performance.
- ✓ Measuring the degree of actual performance quality measuring what has been planned.
- ✓ Compare the actual performance with the approved criteria and take the necessary measures to improve and develop performance. (Ali, 2000, p. 138)

Abdullah Abbas believes: Despite the increasing interest on issues of job performance standards, its components have not been drawn or organized in the necessary detail, the complex or advanced functional analysis tools are available to determine important tasks and behaviors. (Rahman., 2021, p. 335)

**1.2 Benefits of performance evaluation**

Performance appraisal in organizations achieves many benefits and benefits for both the Organization and individuals whose performance is evaluated as follows: (AbdulBaqi, 2009, p. 239)

- a. Benefits of performance evaluation for the Organization:
  - ✓ Performance appraisal helps the organization to identify and detect differences between individuals regarding the quality of their performance and the extent to which they contribute to the achievement of the organization's objectives.
  - ✓ The organization's performance appraisal provides a fair basis for distributing incentives, rewards and making promotion, training and other decisions.
  - ✓ Performance appraisal can be used as a means of encouraging teamwork if it contains criteria for measuring team performance as a whole as well as individual performance measurement criteria.

b. Performance appraisal benefits for an individual:

- ✓ An individual constantly needs feedback on the quality of his past performance in order to know the strengths and weaknesses of what he has accomplished.
- ✓ Improving an individual's future performance can only be done by measuring current or previous performance.
- ✓ Evaluating, recognizing and referring to an individual's performance in case of excellence increases the motivation of the individual as well as others to reach higher levels of performance.

**1.3 Performance evaluation objectives:** (Al-Sabbagh, 2008, p. 259)

- ✓ Performance appraisal provides the organization's decision makers with information on the performance of employees and whether or not they are satisfactory.
- ✓ The evaluation of responsible performance in the organization helps to judge the extent to which employees contribute to the achievement of the organization's objectives and their personal achievement.
- ✓ Performance appraisal is a tool for assessing workers vulnerability and proposing actions to improve their performance. Improvement may take the form of training within or outside the organization.
- ✓ Performance appraisal contributes to proposing appropriate financial rewards for employees. In the light of the information obtained from the performance appraisal, workers' salaries can be increased or reduced and a specific incentive system can be proposed for them.
- ✓ Performance appraisal reveals workers' abilities and suggests that they can be promoted and assume higher leadership positions.
- ✓ Performance appraisal is a feedback tool. It shows the required employees according to certain performance criteria.
- ✓ Performance appraisal is a communication tool between workers on the one hand and their superiors on the other.

**1.4 Performance evaluation elements:** can be summarized as follows: (Rabbaa, 2003, p. 30)

a. Parties undertaking the evaluation process:

- ✓ The supervisor's assessment is that he is closer to the individual and better able to analyze and interpret his performance.
- ✓ Evaluating a number of supervisors: This is intended to reduce the element of bias.
- ✓ Evaluation of external experts: when experts are unavailable from within the organization and where total impartiality is sought.
- ✓ Assessment of co-workers: This is done when there is confidence from the individuals themselves and the colleagues are at the same level and functional degree.
- ✓ Subordinate assessment: That is, subordinates evaluate their superiors because they are more accurate in observing their behavior, but this method is more feedback than an actual evaluation process.
- ✓ Self-assessment: used for development rather than evaluation per se.

b. Timing of evaluation: There are three things to consider:

- ✓ Evaluation theme: Is it official and dust official.

- ✓ Evaluation date: Is it periodic or after termination.
- ✓ Number of times of evaluation: one or more times for.

c. Evaluation Procedures: After determining the resident and time, certain procedures must be followed in the implementation of this process. The most important procedure is to meet individuals and workers to provide them with information of interest to them and from which they benefit in improving their future performance. This interview is based on several types:

- ✓ Interview news and persuasion.
- ✓ Interview news and listening.
- ✓ Meet problem solving.

## **2. Training**

### **2.1 Training concept**

Training is administrative or organizational efforts that aim to improve a person's ability to perform a specific work, or to play a specific role in the organization in which he works. (Shawish, 2005, p. 232)

It is also known as the well-known and recognized method as a way to change behavior and gain skills. (Luwaisat, 2007, p. 58)

It is also known as the process that aims to teach new employees the basic skills to perform their jobs. (AbdelMutal, 2008, p. 264)

Also, training is an important activity that most organizations focus on, through which the trainees can acquire skills and experiences, possess knowledge and even modify their behavior, and thus the possibility of instilling ideas and impressions about understanding the nature of the operations and tasks assigned to working individuals.

Training has forms represented in: (Sultan, 2003, pp. 70-71)

- ✓ Elementary programs: While the training process is combined with function performance instructions.
- ✓ Responsibility Programs: Supreme management is trained, its skills in the use of computer, for example, or developing relationships with others.
- ✓ Development centers: The company establishes a specialized center to carry out the training process.

### **2.2 The importance of training:**

There is a set of reasons that make training an urgent and necessary necessity, most notably the following:

- ✓ By training, it can keep pace with the rapid technological and regulatory developments.
- ✓ Training reduces the need for supervision.
- ✓ Training leads to a reduction in the percentage of business accidents. (Al-Kulakda, 2011, p. 101)
- ✓ Training is efforts by the organization and therefore it needs analysis, operation, and taking into account various alternatives, decision-making and other known planning processes.
- ✓ Training includes learning of knowledge and skills related to certain jobs, and these knowledge and skills must be identified in order to develop them so that training does not become merely a formal activity that does not achieve its goals.

- ✓ Training aims to develop workers performance and achieve the organization's strategic goals. (Al-Maghrabi, 2007, p. 188)

### **2.3 Training goals:**

The training process aims to create manpower to achieve the goals of the organization. In general, it can define the most important goals of the training process as follows: (Zayed, 2003, p. 285)

- ✓ Developing the staff capabilities and skills necessary to perform the jobs they occupy in the current period, or the jobs that they can occupy in the coming periods through promotion or transportation.
- ✓ Providing the appropriate amount of information that obliges the worker and aims to develop his information in the following aspects:
  - The nature of the organization currently occupies the individual and the relationship of these jobs to other jobs in the organization.
  - The nature of the organization, its activity, history and culture.

### **2.4 The basic principles of training:** (Sultan, 2003, p. 71)

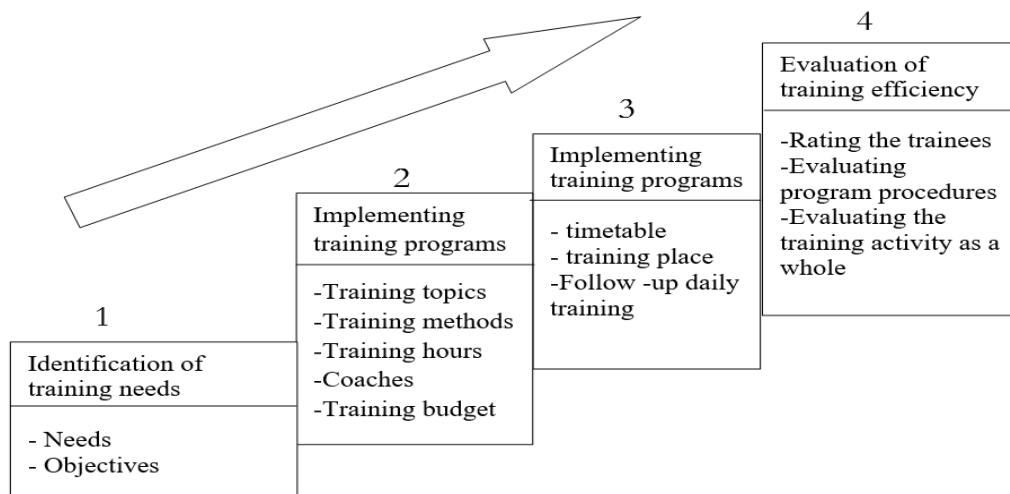
- a. Participation: It is the effective participation in the learning process, the more participation, the more effective learning.
- b. Repeat and repetition: It is the process of re -performing the task so that it can be learned.
- c. Training transmission: To what extent of educated and acquired skills in training programs applies in the performance of tasks in practice.
- d. Reverse Nutrition: It means knowing the results of behavior, which is the process of collecting information on performance from multiple sources at different regulatory levels.

### **2.5 training steps:**

Training programs consist of five basic steps. These steps are as follows: (AbdelMusal, 2008, p. 265)

- a. Training needs analysis: through which a set of skills needed to perform a specific job is determined.
- b. Training aid design: In this step, training actions are identified such as: books and notes, and the training that can be relied upon in training.
- c. Choose the validity of the content of the training program: by trying the program on a few individuals.
- d. Program implementation: Using many methods.
- e. Evaluation of the Training Program: in order to ensure that it has achieved its purpose, to judge the extent of its success or failure.

**Figure (1): Training steps, according to Ahmed Maher**



Source: (Maher, 2007, p. 207)

### 3. The field framework for study

#### 3.1 Personal and functional variables analysis:

As a result of our field visit to the targeted institution in order to obtain answers that serve the current research study, according to what is required by the foundations of scientific research, especially its tools, which are to collect information based on the interview leading to this purpose, where the relevant institution consists of the categories of employees and contractors of contractors, with different age groups and such Job level and the nature of professional experience.

After the search and investigation process in the field, we extracted the following results:

**Table (1) : Distribution of personal and functional variables**

Variable	Category	Repetition	Percentage
Sex	Male	19	65.52%
	Female	10	34.48%
Age	Less than 25 years old	01	3.45%
	to 40 years old 25	19	65.52%
	to 50 years old 41	08	27.59%
	More than 50 years	01	3.45%
School Level	Secondary	15	51.72%
	Master's degree	03	10.34%
	Bachelor's	11	37.93%
	Postgraduate studies	0	0%
Years of experience	Less than 5 years	06	20.69%
	years to 10 years 5	13	44.83%
	More than 10 years	10	34.48%

source : By the researcher

The above table shows that 65.52% of the study sample is male and 34.48% of the study sample is female. It reflects that the participation of women is medium in the organization. As for age, the predominant age group in the study sample is the category

limited between (25 and 40 years) by a percentage of 65.52 %. As for the academic level, it is clear that the most qualified qualifications in the vocabulary of the study is a secondary qualification, as their number in the sample reached 15 employees with a rate of 51.72 % And we conclude that the largest percentage of secondary qualification holders may be due to the adopted employment policy. As for other qualifications, it is due to academic self - development. As for years of experience, it is clear that 13 of the employees have their experiences from 5 to 10 years, with 44.83%.

### **3.2 Analysis of the interview questions:**

#### **a. Human resource performance evaluation**

**Q1:** In your opinion, does the Foundation have enough capacity to evaluate its business? What are the methods taken for that?

↳ The answers to the interrogated sample confirm that their interests provide material means and human resources in assessing human resources performance and that the performance evaluation process is carried out according to legal criteria and procedures that in turn are subject to the supervision of the direct official during each evaluation process, and this on the one hand, and on the other hand that the procedures for evaluating human resources are carried out under Central power control.

No presence of personal and functional variables appeared, as most of the answers to the respondents were to emphasize that the Foundation has sufficient ability to assess the performance of its work.

**Q2:** In your opinion, is the performance evaluation system used in the institution? And why do you think so?

↳ The answers of the interrogated sample indicated that the performance evaluation system in the institution is appropriate to serve the employee, while 37.93% of the category of interrogators demonstrated that this system is commensurate with the functional tasks of the institution, with the institution's use of evaluation criteria and procedures according to reports issued by direct officials according to specialization The job, while the total amount of employees estimated at 37% is useful for their answers in the negative, and this is due to the lack of a system of performance evaluation of the human resources of the institution suitable for what serves the employee's interest, due to the absence of the standard of justice during this process.

**Q3:** What are the criteria that the Foundation uses to assess the performance of its employees and what is the most appropriate according to your opinion?

↳ Most of the sample opinions were 86.21% of the total opinions indicating the existence of predetermined standards according to the applicable organization represented in (discipline, good conduct, experience, diligent employee, mastery of work, profitability grant, seriousness, merit, speed in completion The application of new criteria and respect for the official) and that their interests adhere to their applications periodically during the process of evaluating their human resources, their answer was definitely benefiting, while 13.79% of the category of employees that denies the application of the previously mentioned standards complain about the lack of transparency in the application of the aforementioned standards.

**Q4:** Does the performance evaluation contribute to correcting deviations while performing



tasks? And how is that done?

- ↪ The answers of the targeted sample opinions of the employees estimated at 96.41% of the total number demonstrated that the performance evaluation system for human resources contributes to correcting imbalances and deviations during the employee performing his duties through punctuation and observation the code that the direct official puts through the evaluation process and informing the employee and this is what It reflects the employee in the affirmative by increasing performance, discipline and the spirit of initiative and encourages the increase in the effort. On his negative side, it leads to frustration and its comparison with others, which reflects negatively on his performance and because it was a reason for these negative results, while it is 3.59%, which is very weak and is not measured by a comparison with regard to the total (any administration is not without problems and organizational conflicts)

**Q5:** How does the outputs of the performance evaluation help determine the differences between employees?

- ↪ The answers of the target sample opinions of the employees estimated at 91.25% have proven yes, as the performance evaluation process is a reason for identifying competent and diligent employees and persevered by them. Rehabilitation, honorary decorations, ceremonies, additional grants, ...) This was proven by the opinions of the target sample, while its percentage is estimated at 8.75% of the sample of the total of the total respondents confirm the negation due to the low rewards and a lack of performance and favoritism ...

**Q6:** To what extent do the performance evaluation indicators correspond to the institution's functions, and on what basis is classified?

- ↪ The answers to the sample opinions of the employees were estimated at 97.69%, as this sample believes that the indicators of the performance evaluation in the institution corresponds to the nature of the job to which each employee belongs, due to the availability of the institution in two categories of employees: a category of an administrative nature that performs tasks Administrative (shared wires) and a special nature category belonging to special wires with a field application (this classification is due to the exceptional nature of the institution) and the category of contracting workers is charged with maintenance and eyebrow ... etc. These categories are classified based on the wire to which (private wires, shared wires, contracts for contracting agents) and this is justified by this classification.

**Q7:** Does the institution touch through the performance evaluation an improvement in the level of employees? How is that?

- ↪ During the assessment of the targeted sample opinions that most of their answers were yes, that is, the performance evaluation system adopted by the institution contributes to improving the level of employees, and this appears by performing their jobs and enabling them to tasks assigned to them as well as through the continuous observation of the direct official of subordinates during their discussion and proposal new ideas, expressions and exercise tasks assigned to them.

**Q8:** In your opinion, does the performance evaluation system contribute to sending the spirit of competition between workers? And why do you think so?

↳ It became clear through the evaluation of the target sample opinions that 96.2% was their answer to yes, that is, the system that the Foundation adopts with regard to evaluating its human resources contributes to sending the spirit of competition between employees because this system is commensurate with the organization's organizational structure and its administrative levels, which are its results in the internal promotion operations For employees and appointments in senior positions of a functional and structural nature (promotion in grades, honorary decorations, thanks, appreciation, praise, etc.).

b. Human resource training

**Q1:** Does the Foundation provide you with training courses? How do you do this?

↳ The opinions of the targeted sample were estimated at 54.41% restricted by a yes, due to the process of promoting employees and guidance to other tasks that require that, as well as training abroad, at the level of the central authority, as well as appointment to high positions, and this is within the framework of opening training courses, improving the level and renewing information, and it is allocated to a financial character. For this process, with the provision of certificates of success in training and training courses, as for the estimated views of the target group, which were estimated at 45.59% and were registered with an answer, no and proved that there are no training and training courses and justify their answer in the absence of the promotion process in their positions as their jobs do not contain promotions and development of tasks The entrusted to them, so they do not need training courses and have not been addressed in their positions.

**Q2:** Have you benefited from your organization's training courses? How was the benefit?

↳ The sample, which carried out training courses, which represented 54.41% in its benefit, proved yes, due to their benefit from training and training bikes and appeared in: acquisition of new knowledge and skills, exchange and development of acquired knowledge, improving individual and collective performance, modifying behavior and enhancing values, modifying and correcting employees' directions and tendencies Obtaining honorary certificates.

**Q3:** Are the training courses that you have developed your motivation to perform your work more? and how's that?

↳ The interrogated sample, which carried out training courses, demonstrated that they improved their functional performance and their feeling of satisfaction, loyalty, belonging and responsibility towards their institution and increasing and developing their acquired experience and knowledge to perform their duties more efficiently and effectively, which leads to raising the performance of the institution and the level of services it provides.

**Q4:** Why does the institution resort to training courses?

↳ The interrogated sample, which carried out training courses, proved that the institution resorted to training courses when it determines its training needs in order to improve the functional level, increase the efficiency and effectiveness of its human resources, keep pace with technological development and take the customer complaint into consideration in order to correct them and redesign jobs in a way that serves society and creates New jobs and specialties, developing communication

systems and improving the motives and behaviors of their human resources.

**Q5:** What is the focus in the training programs provided by the institution?

↳ Through the opinions of the interrogated sample, it became clear that the training programs provided by the institution are based on providing the human resource the skills and capabilities that it lacks and to bring about the positive changes needed in its behavior, directions, performance, and development of knowledge and capabilities to perform its tasks efficiently, effectively, prepare and prepare individuals for a vacancy of new positions, and this is done through a training program Clear, planned, gradual and continuous.

**Q6:** What are the training methods that the Foundation pursues?

↳ Through the opinions of the interrogator, it became clear that the methods of training programs pursued by the Foundation are: meetings and lectures, status studies, training in field and applied practice, seminars, conferences and forums, training abroad, institutes and universities, agreements between training institutions of all kinds.

**Q7:** In your opinion, is there a development in the performance of tasks after applying a training program? How did that appear?

↳ According to the opinions of the targeted sample, especially the sample that benefited from training and training programs, it was 98.09% confirming the development of their tasks and capabilities after the implementation of the training program. They noticed the improvement of their performance of their jobs and their enabling from them and the possession of self -motives, increasing their skills and capabilities and they were armed with ingredients that qualify them for promotion and vaccination of higher job positions, Training contributed to a qualitative balance and a meter of the structure of the institution, and raised the morale and the spirit of competition.

**Note:** As for the human resource training variable, the opinions of the respondents differed and divided into two categories, the first category interacted with this variable, as they benefited and carried out training and training courses, and their percentage was 54.41%. The variable and their reluctance to answer his questions, due to their lack of knowledge of it and its consequences, because their functions and tasks do not require training courses.

### **Conclusion**

The institutions are the primary axis of all sectors, which are related to joint functions, and each of them seeks to achieve certain goals that are impossible to achieve if the appropriate human resources are not available, as the human element did not have a degree of importance at the beginning of the establishment of institutions, it was considered a production machine until the emergence of The movement of scientific management, where to draw a clear place for this element, as the human element has become the most important resource among the organization's resources.

But the task of human resources is not limited to evaluating the performance and determination of the institution's needs of the labor and choosing and providing these needs, but rather includes broader topics such as the process of improving competencies by

knowing the extent of their ability and competence for the current and future tasks and then determining the necessary training programs, Accordingly, the two functions evaluating and training human resources have become an investment that is due to the worker by acquiring additional skills, new concepts, rules and trends, as well as at the institution level by improving the quality of production and its increase. The administration must provide material capabilities and specialists for the good process of the two jobs, which may be charged with the institution, but their return is profitable for it by improving the level of individuals' efficiency and performance as well as raising productivity, and to ensure the continuity of the institution's survival.

#### **a. RESULTS AND DISCUSSION**

1. The Foundation provides physical means and human resources in assessing human resources performance and that the performance evaluation process takes place according to legal criteria and procedures that are subject to the control of the direct official.
2. The human resources performance evaluation system contributes to correcting imbalances and deviations while the employee performs his duties through punctuation and observation the code that the direct official places.
3. The performance evaluation indicators placed in the institution corresponds to the nature of the job to which each employee belongs, due to the availability of the institution in two categories of employees: (private wires, shared wires, contracts for contracting agents).
4. The system adopted by the Foundation with regard to the evaluation of its human resources contributes to the resurrection of the spirit of competition between employees, because this system is commensurate with the organizational structure of the institution and its administrative levels.
5. The trained employees have exacerbated: acquiring new knowledge and skills, exchange and development of acquired knowledge, improving individual and collective performance, modifying behavior and promoting values, modifying and correcting employees' directions and tendencies, obtaining honorary certificates.
6. The training courses carried out by the Foundation improved from the functional performance of its human resources, their feeling of satisfaction, loyalty, affiliation and responsibility towards their institution, increasing and developing their acquired experience and knowledge of their duties.
7. The training programs provided by the Foundation are based on providing the human resource the skills and capabilities that lack it and bring about the necessary positive changes in it.
8. The methods of training programs pursued by the Foundation are: meetings and lectures, status studies, field and applied training, seminars, conferences and forums, training abroad, institutes and universities, agreements between training institutions of all kinds.

#### **b. Recommendations:**

1. The performance evaluation system must stem from the institution's conviction and needs in order to be more effective in achieving the goals of the institution and providing services at the required level for society.

2. Clarify the concept and goals of the human resource performance evaluation system (so that the spirit of responsibility has and also to avoid the negative view of the user in the direction of performance evaluation) as it sees it as a system looking for weaknesses and disadvantages of the performance of the human resource (this is what results in a negative view of the direct head of which is evaluating) .
3. The results of workers should be linked during the evaluation, the performance of the resident worker, and other external factors of production equipment, and production conditions, so that the evaluation is more significant and more determined by the real reasons for poor performance to avoid allergies between employees.
4. A good control system through the discipline of workers in the work leads to improving the Foundation's performance.
5. Building training programs on the basis of the results of assessing human resources performance and involving all employees in building the plans of the training program and making its standards clear to all (transparency) and giving everyone an opportunity in training (justice).
6. The necessity of distributing external courses according to the need for them, whether by the administrators of departments or employees with experience and efficiency, so that they are not limited only to the administrators and expanding opportunities for participation for all in accordance with the training needs of the institution.
7. The need to train all workers on modern roads and how to deal with it to avoid poor performance and work accidents.
8. A motivational (positive or negative) system for employees should be placed. This is in order to raise their participation rates in training programs and raise their competition.
9. The Foundation must take into account the diversification of training programs to which workers are subject to the diversification of these programs greatly contributes to enhancing its needs of skills, knowledge and capabilities in general, which leads to the efficiency of work and achieve goals.

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