

## **Analysis of the Training Policy of a Public Economic Enterprise in Algeria: An Empirical Study**

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### **Abstract:**

The Human Resources policy addresses the management's vision regarding the development and enhancement of human resources. Our research focuses on the training policy, using a descriptive analysis in a public economic enterprise in western Algeria. We have concluded that the company has incorporated a training policy into its human resources strategy since 2017. The implementation of this process depends on identifying the human resources workflow, which consequently helps the formulation of the human resources procedure. Through the analysis of internal documentation and the interpretation of training results, we concluded that both the training policy and the training procedure need to be revised and adjusted in accordance with the dynamic environment of the company.

### **Keywords:**

Human Resources Policy, Training Policy, Training Procedure, Training Engineering, Public Economic Enterprises (PEE)

**Jel Classification Codes: M10- M53 – J24**

### **Introduction:**

As the world becomes increasingly conscious of the continuous and chronic shortage of fresh water driven by the growing global population, development pressures, and climate change, many countries are showing a heightened interest in investing in water resources, including freshwater purification and seawater

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desalination techniques (Dickie, 2007)<sup>2</sup>. In addition to the high production costs of water, there are 17,000 seawater desalination units responsible for generating a daily water production of 51 million cubic meters (Ministry of Energy and Mines, 2023)<sup>3</sup>. During the 1990s, Algeria experienced hydraulic stress, prompting the authorities to launch urgent programs aimed at ensuring the provision of safe drinking water to coastal regions. This was achieved through the establishment of 11 seawater desalination plants along the coastline, collectively covering 17% of the drinking water demand, which encourages the Algerian government to further invest in the desalination industry (2023)<sup>4</sup>. Beyond the mastery of the technology used in desalination plants, their management requires a skilled and specialized human resource. In his book on human resource management, Peretti argues that there is no universal practice in human resource management, and that effective practices are those designed to the specific context that allows a company to address the challenges it must face, which also places it in a contingency-based approach to response. Moreover, he outlines that companies are confronted with several environmental challenges: economic shifts, demographic changes, technological advancements, digital transformation, change management, sociological changes and diversity, social partners, heightened global competition, legislative and regulatory frameworks, and socially responsible investment (2016)<sup>5</sup>. In an effort to adapt to their environment, companies seek to create a distinctive and valuable position (Thiétart et al., 2015)<sup>6</sup> by investing in their intangible capital, including education, training, research and development, data processing, and coordination... (David & Foray, 2002)<sup>7</sup>

In this paper, we will use a mixed method approach, combining qualitative and quantitative perspectives. A descriptive-analytical method is also utilized to examine internal documentation provided by the Human Resources department. Through this, we aim to provide answers on how the training policy of the company under investigation is. We begin with the hypothesis that training relies on mastery of related tools: qualitative aspects (processes, procedures, and training policy) and quantitative elements (expenditures, forecasts, and realisation). This article combines two main research methods: one is theoretical, involving a review of relevant literature on corporate training, and the other is empirical, covering company selection, social performance assessment, and analysing training results from 2019 to 2022.

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<sup>2</sup> Dickie, P. (2007). *WWF's Global Freshwater Programme; Desalination: option or distraction for a thirsty world?* [www.melaleucamedia.com](http://www.melaleucamedia.com)

<sup>3</sup> Ministère de l'énergie et des mines. (2023). *Projet de dessalement de l'eau de mer*. <https://www.energy.gov.dz/?article=projet-de-dessalement-de-l'eau-de-mer>

<sup>4</sup> Ibid

<sup>5</sup> Peretti, J.-M. (2016). *Gestion des ressources humaines*. Vuibert.

<sup>6</sup> Thiétart, R.-A., Xuereb, J.-M., Barthélemy, J., Donada, C., & Wijk, G. van. (2015). *Stratégies : Des concepts à leur mise en œuvre* (3e Edition).

<sup>7</sup> David, P. A., & Foray, D. (2002). Une introduction à l'économie et à la société du savoir. *Revue Internationale Des Sciences Sociales*, 171(1), 13. <https://doi.org/10.3917/riss.171.0013>

### 1-Training from the Perspective of Human Resource Management:

« To discuss human resources is not to view humans as resources, but to recognize that humans possess resources » (Peretti, 2016)<sup>8</sup>. These resources enable humans to draw upon them to act with skills. According to BOTERF, these resources consist of a dual equipment that forms a human-specific heritage: the individual's equipment, such as their knowledge, experiences, and skills, as well as the environmental equipment, such as their relational network and data bank (1999)<sup>9</sup>. Human resources serve as a supportive function within the company, ensuring a consistently skilled workforce ready to perform specific tasks, with a focus on efficiency. According to Plane (2004)<sup>10</sup>, to achieve the core objective of this function, the company must invest in its intangible human capital, with training being the foremost factor for enhancing the value of human resources within the company (Boudabbous, 2007)<sup>11</sup>. Corporate training has many definitions suggested by several authors. Citeau defined professional training as a tool for professional development that enables employees to adapt to structural and organizational changes (2000)<sup>12</sup>. On the other hand, Thierry Ardouin regards training as the implementation of resources and knowledge with the purpose of achieving a particular goal (2003)<sup>13</sup>. As for Bernard Schwartz, he defines training as a process that enables employees to find solutions to the challenges, they encounter in a work situation (Weiss, 2000)<sup>14</sup>. As such, ongoing professional training remains a strategic element that contributes to the growth of companies (2000)<sup>15</sup>. We can identify two theoretical perspectives concerning training and skill development: the human capital theory and the resource-based management approach (Pottiez, 2005)<sup>16</sup>. Becker's 1964 human capital theory addresses the concept of human capital, as defined by Eide & Showalter, as the inherent productive capacities of human beings that can be enhanced through investments in areas such as education, training, and health (2010)<sup>17</sup>. On the other hand, the Resource-Based View (RBV) theory focuses on a company's resources to attain a competitive advantage. Several authors have contributed to this theory, including Edith Penrose, or J. Barney with his VRIN model (resources must be valuable, rare, perfectly inimitable, and non-substitutable). The resource-based management theory is built upon the

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<sup>8</sup> Op Cit

<sup>9</sup> Le Boterf, G. (1999). *Ingenierie Des Competence*. Editions d'Organisation.

<sup>10</sup> Plane, J.M. (2004). *La gestion des ressources humaines*, Economica, Paris.

<sup>11</sup> Boudabbous, S. (2007). L'entreprise à l'heure de la formation. *La Revue Des Sciences de Gestion*, 226–227(4), 115. <https://doi.org/10.3917/rsg.226.0115>

<sup>12</sup> Citeau, J.-P. (2000). *Gestion des ressources humaines* (SIREY, Ed.; Editions Dalloz).

<sup>13</sup> Thierry Ardouin. (2003). *Ingénierie de formation pour l'entreprise* (3e edition). DUNOD.

<sup>14</sup> Weiss, D. (2000). *Les Ressources Humaines*. Editions d'Organisation.

<sup>15</sup> Ibid

<sup>16</sup> Pottiez, J. (2005). *vers un audit des politiques de formation*.

<sup>17</sup> Eide, E. R., & Showalter, M. H. (2010). *Human Capital*. <https://doi.org/https://doi.org/10.1016/B978-0-08-044894-7.01213-6>

development of unique and specific skills, allowing for a distinct approach from the competition (Desreumaux & Warnier, 2007)<sup>18</sup>.

## 2-Training Policy :

The human resources policy is a component of an overall policy. Depending on the company, the training policy covers several areas: personnel management, recruitment, payroll management, career development, training, etc. These areas implicated in this policy guide the company towards a competence management strategy, which in turn is influenced by training. Seen as a field of management, an investment, and a service tool for the company (Weiss, 2000)<sup>19</sup> training helps the company adapt and bridge performance gaps as its needs change (Ahmed Rahmani, 1996)<sup>20</sup>. This decrease in gaps is due to the creation of a training process that interlinks training initiatives called 'training engineering'. Le Boterf positions engineering as a coordinated set of activities aimed at controlling or synthesizing the information necessary for the design and realization of a project, with the aim of optimizing the investment and ensuring conditions of viability (Le Boterf, 2011)<sup>21</sup>. He then describes training engineering as a coordinated set of methodical efforts in designing and implementing training systems. Training engineering encompasses a range of individual or institutional stakeholders (Ardouin, 2010)<sup>22</sup> where the effectiveness of training depends on the dynamism and quality of their interactions (Weiss, 2000)<sup>23</sup>. Ardouin refers to training as an investment in his book 'Training Engineering,' dissecting this engineering process into four stages (Ardouin, 2017)<sup>24</sup>:

**2.1. Training analysis:** it involves examining the training policy, which is constructed upon diagnosing both human resources and training itself. The training analysis considers many factors: the market, the product, competition, the organization, the state of human resources within the company, the climate and social interactions, regulations, technology, and socio-geography. Considering these factors help create a clear view, which can be used as a decision-making tool for shaping internal policies and designing a training plan that matches the company's and employees' training needs.

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<sup>18</sup> Desreumaux, A., & Warnier, V. (2007). *Jay B. Barney - La Resource-based View et les sources de l'avantage concurrentiel soutenable* (Éditions EMS).

<sup>19</sup> Op Cit

<sup>20</sup> Ahmed Rahmani. (1996). Quelle politique de formation pour la fonction publique . *إدارة*, 06.

<sup>21</sup> Le Boterf, G. (2011). *Ingénierie et evaluation des compétences* (6e Edition). Editions d'Organisation

<sup>22</sup> Ardouin, T. (2010). *Ingénierie de formation pour l'entreprise - Analyser, concevoir, réaliser, évaluer* (Dunod).

<sup>23</sup> Op Cit

<sup>24</sup> Idem, Ardouin, T. (2017). *Ingénierie de formation - 5e éd. -Intégrez les nouveaux modes de formation dans votre pédagogie : Intégrez les nouveaux modes de formation dans votre pédagogie*. Dunod ; 5e édition (2 novembre 2017).

**2.2 Training design:** it is based on training analysis through the conversion of general objectives into operational ones through the implementation of documents within the framework of referentialisation and contractualization.

**2.2.1. The referentialisation:** it describes the analysis of a socio-professional situation centred around benchmarks, which are documents embedded in a normative and monitoring process that analyse professions, required skills, and identify training needs. These benchmarks facilitate professionalization by contextualizing a dynamic process that aligns with analysing a situation, evaluating it, and tracking its progression.

**2.2.2. The contractualization:** This process uses a document called a specifications document, which should align with the training objectives. The contractualization process involves following the tender procedure, selecting and formalizing the specifications document, all with the goal of improving training professionalism.

**2.3. The implementation of the training:** It is formalized through a training plan, a company document that addresses training needs. This plan is a key part of the human resources policy, reflecting the company's training strategy in practical terms. It's a dynamic tool used for communication and can be subject to evaluation in terms of conformity, relevance, coherence, efficiency, effectiveness, and timeliness. Implementing training involves closely monitoring the process and its organization, which is aided by using dashboards.

**2.4. Training evaluation:** it concerns the involved parties within the training framework, including an immediate appraisal (evaluation) of the training program as experienced by the learners. This approach considers factors intrinsic to the training process, including its structural arrangement, the pedagogical methodology employed by the trainer, the instructional materials and provided documentation... The evaluation process also includes a subsequent post-training assessment carried out in a more distanced temporal context, as the trained personnel go through an evaluative analysis conducted by their respective organizational supervisors approximately six months after the training program. This evaluation enables the assessment of employee performance by measuring improvements in operational efficiency, problem-solving, and more.

### **3- The empirical framework: Case Study**

**3.1. Selection and Presentation of the Company Under Study:** The choice is driven by the strong commitment of the 'Algerian Energy Company' (AEC) holding to develop its human workforce. This commitment is reflected in its motto, which emphasizes the importance of enhancing the skills of its employees for the benefit of both the company and the nation, as competence is seen as a means for national success (Algerian Energy Company : Ressource Humaine, 2023)<sup>25</sup> Furthermore, the active involvement of the Human Resources department of the subsidiary we are studying, in terms of information sharing, further highlights the dedication to human resource development and the promotion of scientific research.

Our case study will consist of two parts:

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<sup>25</sup> *Algérien Energy Company : Ressource Humaine. (2023).*

- a) Presentation of the company and its social statistics
- b) Description and analysis of qualitative and quantitative data related to the company's training.

**3.2. An overview of the HOLDING:** The 'Algerian Energy Company', abbreviated as AEC, is a public enterprise 100% owned by Sonatrach. AEC operates in the field of seawater desalination and electricity generation. In partnership with foreign collaborators, the holding has invested in 11 desalination plants. The overall production capacity of the Algerian Energy Company reaches 2.1 million m<sup>3</sup>/day, contributing to 17% of the distributed drinking water (Algérien Energy Company : Qui Sommes-nous ? 2023)<sup>26</sup>.

**3.3. Company introduction:** Due to data confidentiality considerations, we will refer to the research subject as the 'Economic Public Enterprise' or EPE. This company is situated in western Algeria and is fully owned by the 'Algerian Energy Company,' with a share capital exceeding 20,000,000,000 Algerian Dinar (DA). The EPE specializes in the establishment, operation, and management of a seawater desalination plant that also converts natural gas into electricity which is then commercialized. The company is certified with ISO 9001:2015, 14001:2015, 45001:2018.

**3.3.1. The ISO 9001v2015/14001v2015/45001v2018 certification:** Certifications are approvals given by certification bodies to organizations that meet international standards. This recognition is based on an evaluation of how well they follow the requirements outlined in normative documents. The ISO 9001:2015 quality management standards<sup>27</sup> aim to enhance efficiency and reduce faulty products. ISO 14001:2015 environmental management standards<sup>28</sup> aim to reduce environmental impacts, minimize waste, and promote sustainable practices. The ISO 45001:2018 standards for health and safety<sup>29</sup> focus on preventing workplace accidents.

**3.4. Human resources indicators:** To gain a better understanding of the human resources within our EPE<sup>30</sup>, we will conduct an analysis of the following: Total workforce, age distribution, and the number of employees by socio-professional categories.

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<sup>26</sup> *Algérien Energy Company : Qui sommes-nous ?* (2023). <https://aec.dz/qui-sommes-nous/>

<sup>27</sup> *ISO 9001 :2015 Systèmes de management de la qualité — Exigences.* (n.d.). Retrieved September 13, 2023, from <https://www.iso.org/fr/standard/62085.html>

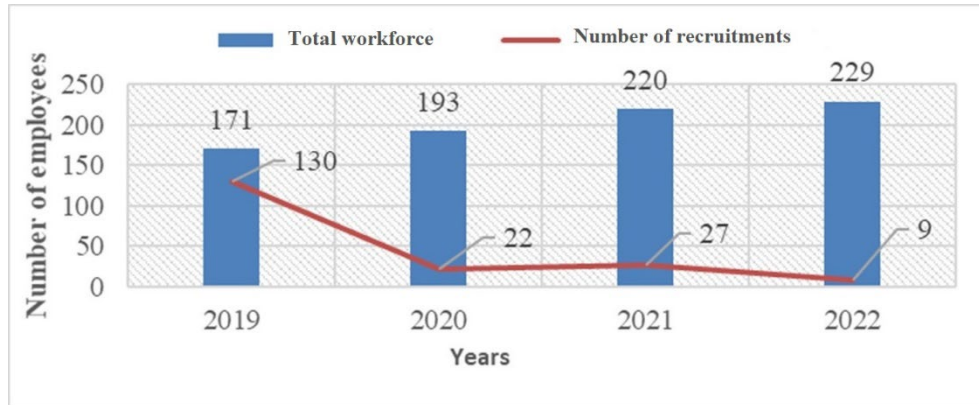
<sup>28</sup> *ISO 14001 :2015 Systèmes de management environnemental — Exigences et lignes directrices pour son utilisation.* (n.d.). Retrieved September 13, 2023, from <https://www.iso.org/fr/standard/60857.html>

<sup>29</sup> *ISO 45001 :2018 Systèmes de management de la santé et de la sécurité au travail — Exigences et lignes directrices pour leur utilisation.* (n.d.). Retrieved September 13, 2023, from <https://www.iso.org/fr/standard/63787.html>

<sup>30</sup> PEE / Public Economic Enterprise



**3.4.1. Total workforce:** The following graph depicts the evolution of the human resource from 2019 to 2022. It is evident that the company is experiencing substantial growth, with personnel numbers increasing from 171 in 2019 to 229 in



2022, indicating a 25.32% growth in the overall workforce. This progression involved 130 new hires in 2019, followed by 22 in 2020, 27 in 2021, and 9 in 2022.

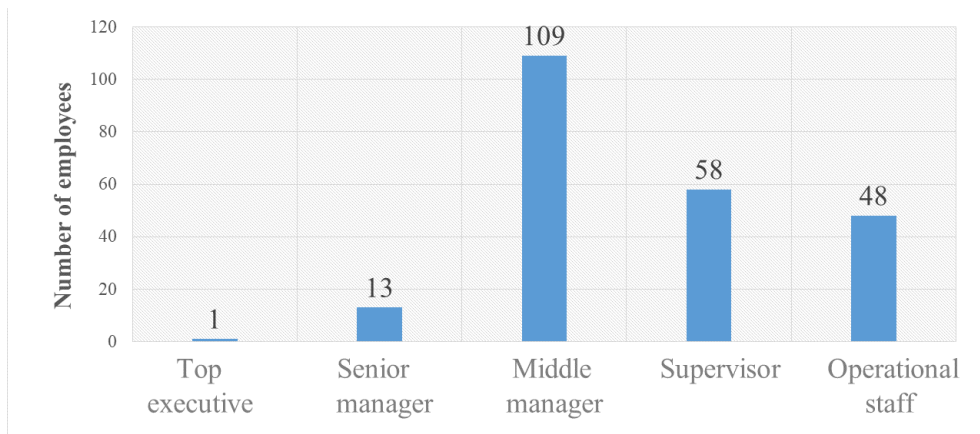
**Figure 1. Evolution of the overall workforce of the company during the period 2019-2022<sup>31</sup>**

Before the company under investigation was nationalized, the complex was previously managed by an energy operation and maintenance company.

Following the nationalization, the number of recruitments observed in 2019 increased significantly. This surge can be attributed to the reintegration of a significant number of employees who had formerly worked on behalf of the previously mentioned operator, as well as an external recruitment for specific profiles.

#### **3.4.2. Number of Employees by Socio-Professional Categories:**

The company has a total of 229 employees, including 1 top executive, 13 senior managers, 109 middle managers, 58 supervisors, and 48 operational staff

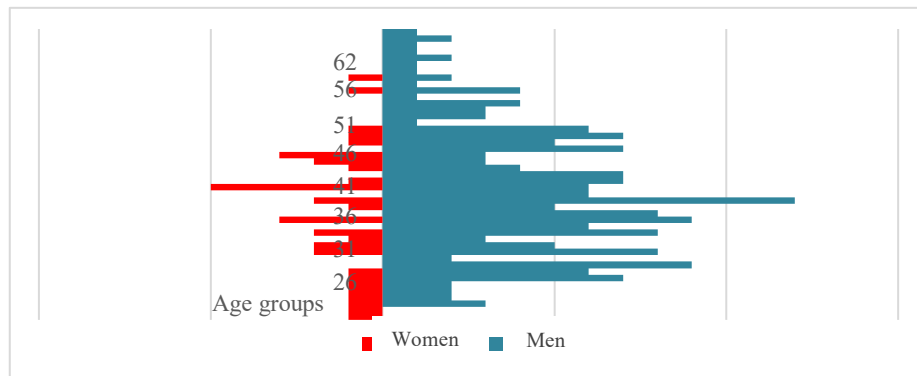


<sup>31</sup> Compiled by us using the internal documentation of the company

**Figure 2. Number of Employees by Socio-Professional Category / 2022<sup>32</sup>**

Figure 02 provides a visual representation of the number of employees by socio-professional category. It is evident that the dominant category is that of middle managers, accounting for 47.49% of the overall population (as of December 31, 2022).

**3.4.3. Population pyramid:** The age distribution pyramid provides a graphical representation of the past, present, and future composition of our population, the average age of our population, as well as the gender distribution. In 2022, there were 39 female employees (17% of the total) and 190 male employees (83% of the total). The number of male employees is five times higher than the number of female employees, indicating a clear majority.

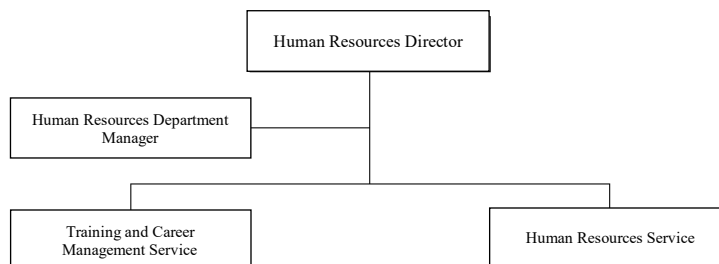


**Figure 3. Population distribution by age and sex / 2022<sup>33</sup>**

The average age is 44.22. We see the age distribution pyramid shifting from a spinning top shape to a mushroom shape as the population ages. Seniors will constitute the majority, prompting the company to plan for the future by creating long-term career advancement opportunities.

#### **3.4.4. Presentation of the Human Resources Department:**

The Human Resources department consists of a Human Resources Director (HRD), a Human Resources Department Manager, and 2 services (the Human Resources Service and the Training and Career Management Service).



<sup>32</sup> Compiled by us using the internal documentation of the company

<sup>33</sup> Compiled by us using the internal documentation of the company



**Figure 4. Organizational chart of the Human Resources Department** <sup>34</sup>

**3.4.4.1. Human Resources Service:** Its responsibilities include payroll management, employee records management, social management, employment and skills management, and career development, in collaboration with the Training and Career Management Service.

**3.4.4.2. Training and Career Management Service:** Working closely with the Human Resources Service, it oversees the training process, onboarding for new recruits, management of interns and apprentices from universities, schools, and training centres, as well as occupational health through the company's occupational health program.

**3.5. The Company's Training Policy:**

Drafted in 2017, the Human Resources Policy is an internal document that reflects the company's goal of improving its workforce by fostering team engagement and continuous improvement. The policy covers five key aspects: recruitment, training, payroll management, evaluation, career and skill management. These five aspects align with the company's strategic vision for managing its workforce. The Training Policy involves all departments and emphasizes quality and environmental responsibility, from identifying training needs to conducting evaluations before and after training.

The company's focus is on continuous improvement, adaptation, and knowledge acquisition, which are central to its training policy, human resources policy, and overall corporate strategy.

**3.5.1. Training Procedure:** The initial training procedure was established in 2017, when the company had 30 employees. The first revision of the procedure was conducted in June 2022 by the Head of Training and Career Management Service, in collaboration with HSQE, the Director of Human Resources, and with the approval of the company's Managing Director. The document about the company's training process is called 'Evaluation and Training' and covers the following areas:

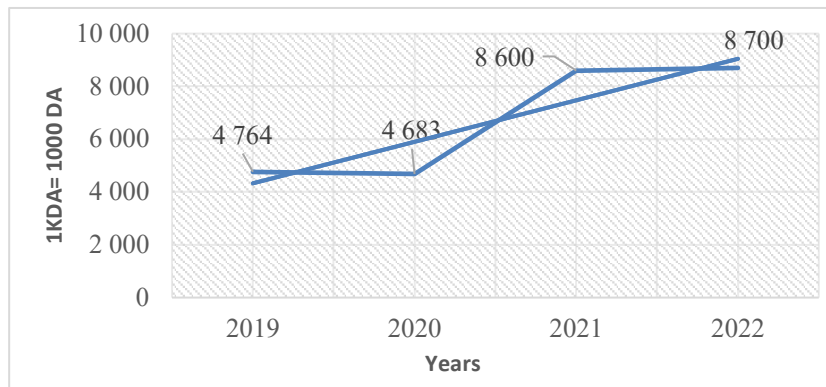
- Identifying the purpose of the procedure
- Defining the procedure's scope, which relates to the Training and Career Management Department.
- The keywords associated with this procedure, which also include definitions related to the topic of the latter, ensuring that stakeholders grasp the terminology.
- Referencing sources that guided the drafting of the procedure, including labour laws, the company's internal regulations, and ISO 9001 / ISO 14001 standards.
- Description of the training activity (input and output data) following the process identification.
- Documentation recorded in the document management system used by the organization.
- Identifying and overseeing changes to the procedure, which involves tracking and documenting revisions and modifications in a table.

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<sup>34</sup> Compiled by us using the internal documentation of the company

As a result, the training procedure carefully details the training process, taking into consideration regulations and certification standards, as well as training tools and materials. This thorough review of documents including the human resources policy, training policy, and training procedure, confirms the existence of an integrated management system that strictly adheres to quality and environmental standards. Notably, the human resources policy highlights the importance of the Human Resources division as a strategic partner in organizational management, reflecting the alignment of the training policy with the broader human resources policy.

**3.6. Training Investment:** The data in the following table reflects the training investment from 2019 to 2022 in KDA, where 1KDA equals 1000DA.



**Figure 5. Formulated by the authors based on internal company documents<sup>35</sup>**

In the corporate milieu, the investment on training encompasses two different categories of costs. First, there are direct costs related to the actual training, whether it's done in-house or externally. Second, there are indirect costs associated with training, including meals, transportation, accommodation, and travel allowances. These expenses align with labour laws, internal company regulations, and the company's remuneration system. As shown in Figure 05, training costs increased significantly by 45.25% from 2019 to 2022, which is in line with the period when the company's overall workforce grew by 25.32%.

**3.7. The Relationship Between Overall Workforce and Training Expenditures:**

The increase in the workforce by 25.32% and the rise in training expenditures by 45.25% from 2019 to 2022 is due to the company's increasing total payroll. It's important to mention that the training budget should be equal to or exceed 1% of the total payroll<sup>36</sup>. This explains the higher training expenses.

<sup>35</sup> Compiled by us using the internal company documentation

<sup>36</sup> In accordance with Article 54 of Law No. 90-36 of December 30, 1990

		Workforce	Training expenses
Workforce	Pearson correlation	1	.927*
	Sig. (1-tailed)		.036
	N	4	4
Training expenses	Pearson correlation	.927*	1
	Sig. (1-tailed)	.036	
	N	4	4

**Figure 6. Connection between the overall workforce and training expenses<sup>37</sup>**

We used SPSS version 22 software to investigate this relationship thoroughly. Our findings showed a correlation between the two variables, with a significant result of 0.036 at a 5% significance level: the variables under examination are the company's workforce and its training expenses. However, it's important to note that there are factors which can also affect the training expenses. This might include training managers in specialized software skills or preparing for adaptation training as part of the integration of a certification standard like ISO 45002:2023.

**3.8. Training Operations Assessment:** We noticed a slight drop of 1.70% in 2020 compared to the previous year (refer to Figure 05). This led us to analyse the number of training operations from 2019 to 2022. The table in Figure 07 shows the difference between the planned training operations and the actual outcomes as of December 31st for each year.

Number of Training operations Year	Projected Number of Training operations	Actual Number of Training operations Conducted	Difference Observed in Number of Training operations (Planned vs. Actual)
2019	42	38	4
2020	42	38	4
2021	50	22	28
2022	50	36	14

**Figure 7. Representative overview of the training operations from 2019 to 2022<sup>38</sup>**

The biggest training gap was 28 in 2021, while the smallest gaps were 4 in both 2019 and 2020. In 2022, there was a training gap of 14.

**3.9. The Relationship Between Training Expenditures and the Number of Training Operations:** Figure 08 shows a lack of correlation (significant test at 17%), indicating no statistical relationship between training costs and the number of training operations. While there's a connection between changes in the company's total workforce and training expenses, there's no clear link between training costs and the number of training operations. Additionally, a significant

<sup>37</sup> Results obtained by SPSS version 22

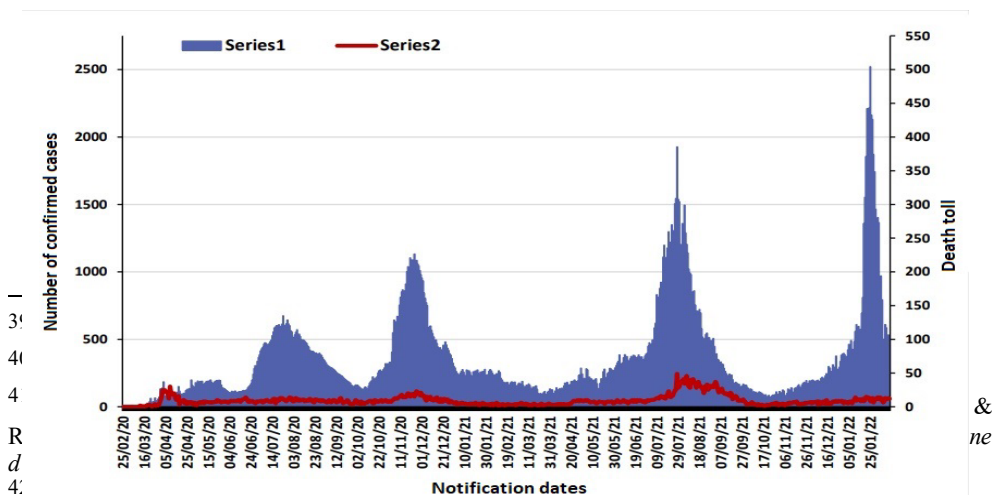
<sup>38</sup> Compiled by us using the internal company documentation

difference between predicted and actual training operations (as seen in Figure 07) led us to analyse the company's situation in 2021 and 2022, a period marked by a sweeping global health crisis.

		Training expenses	Number of training operations
Training expenses	Pearson correlation	1	-.659
	Sig. (1-tailed)		.170
	N	4	4
Number of training operations	Pearson correlation	-.659	1
	Sig. (1-tailed)	.170	
	N	4	4

**Figure 8. The relationship between training expenditures and the number of training operations<sup>39</sup>**

**3.10. Force majeure case –COVID-19 pandemic:** On January 30, 2020, the World Health Organization declared a global health emergency, which was later classified as a pandemic on March 11, 2020 (OMS, 2021)<sup>40</sup>. The first case was officially recorded in Algeria during February 2020 (Hannoun et al., 2020)<sup>41</sup>. An executive decree has been issued to reduce physical interactions among citizens in public spaces and workplaces, aiming to limit the spread of COVID-19 infection (Décret exécutif n° 20-69, 2020)<sup>42</sup>. Companies had to put more than 50% of their employees on paid leave, giving priority to vulnerable personnel, as required by Executive Decree No. 20-69 of (Law 88-07 dated January 26, 1988)<sup>43</sup>, which deals with hygiene, safety, and occupational medicine. The following chart shows in Series 01 (blue) the number of confirmed cases and in Series 02 (red) the number of deaths from February 25, 2020, to February 12, 2022. The company was affected by the presidential decree and formed a crisis management committee to handle the health crisis.



<sup>43</sup> Loi 88-07 relative à la médecine de travail. (1988). Loi n° 88-07 de 26 janvier 1988 relative à l'hygiène, à la sécurité et à la médecine du travail.

**Figure 9. Evolution of the daily number of new confirmed cases and new deaths due to COVID-19 from February 25, 2020, to February 12, 2022, in Algeria (NOUHOU & PÉNEAU, 2022)<sup>44</sup>**

**Conclusion:**

This article aims to explore the training policy of the company under study. We used a descriptive analysis with a mixed-method approach for our research. Our findings show that the company has a dedicated training division that actively promotes continuous improvement, which is at the core of the company's mission: 'Sustainability through Continuous Improvement.' Additionally, the company has invested in developing its workforce, adopting a management process in line with ISO 9001, ISO 45001, and ISO 45001 certification standards. Our analysis of the company's environment from 2019 to 2022 revealed the following key points:

- The company saw major organizational changes during this period, including the reintegration and the recruitment of 130 employees after it was nationalized and the termination of the operator's contract in 2019. As a result, the company's workforce grew by 25.23% over four years.
- The average age of the entire workforce is 44.22 years, with the number of men being five times higher than the number of women (83% men compared to 17% women).
- The dominant socio-professional category is that of managers, representing 47.49%.

By analysing the qualitative training data, we found that the training process was established after identifying the human resources process in 2017, leading to the creation of the 'Evaluation and Training' procedure. When we analysed the quantitative data on training activities from 2019 to 2022, we found the following points:

- Training expenses increased by 45.25% from 2019 to 2022, with a slight dip of 1.70% in 2020 compared to the previous year's budget.
- The highest number of training operations conducted was 38 in 2019, while there were 22 training operations in 2021.
- The most significant difference between planned and actual training sessions was in 2021, with 28 fewer sessions than projected. There was a slight improvement in 2022.
- The analysis of training variations led us to investigate the company's situation during this period. The closure orders and lockdowns issued by many decrees and provincial governors due to the COVID-19 pandemic were major factors causing the significant difference in training sessions in 2021. Additionally, the fluctuation in the number of COVID-19 cases in 2022 continued to affect training operations.

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<sup>44</sup> NOUHOU, H., & PÉNEAU, C. (2022). CAS CONFIRMÉS GUÉRIS DÉCÈS RAPPORT DE SITUATION SUR L'ÉPIDÉMIE DU COVID-19 EN ALGERIE. <http://www.sante.gov.dz/>

We used SPSS software to carefully study the relationship between the mentioned variables (total workforce vs. training expenses and training expenses vs. training operation discrepancies), revealing the following outcomes:

- The presence of a significant positive correlation between training expenses and workforce growth, due to the increase in total payroll and the strategic integration of training management within the competence development framework.
- The absence of a connection between training expenses and the number of training operations is likely due to the variations in training service billing, changes in indirect costs, and the type of training.

The results drawn from this case study, along with our literature review, indicate that the company places significant emphasis on professional training and skill development. We have also observed the presence of a training process that seems to be well-defined and a seemingly clear training policy within the organization. However, despite these favourable aspects, the company still needs to keep working on the following points:

- To adapt the updated training policy and procedure to the current post-pandemic context, incorporating technology, even though ICT (Information and Communication Technology) continues to be a crucial tool in training management.
- To incorporate other training methods (in-person, remote, or hybrid) that involve the use of ICT, which can increase the availability of training participants.

Currently, the company is giving more attention to internal training to foster skill development, experience sharing, and reduce training expenses. Future research in this industry can explore various aspects of human resource management, addressing the following areas: job and competency management, career management, team building, and the concept of a learning organization...

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