

## Obstructions in applying the means of Human Resources Management

An Empirical Study in Directorate Operational Telecommunication Wilaya of Batna

**الصعوبات في تطبيق وسائل إدارة الموارد البشرية  
دراسة ميدانية في مديرية الاتصالات التشغيلية بولاية باتنة**

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### Abstract:

The challenges and transformations imposed by the global economy today on economic institutions around the world require local institutions to deal with these rapid changes. As human resources are the main component of production processes, the present study aims at identifying the extent to which the Algerian economic institution coexists with these changes, as well as the most important obstacles encountered in applying human resources development methods. In order to do this, we conducted a case study in the Directorate of the Telecommunications Operation of the State of Batna, to highlight this phenomenon through the use of descriptive approach and the results are as follows:1 - The high degree of impediments to the application of methods of human resources development to greater than the average satisfactory at the discretion.2 - the low degree of obstacles to apply the guidance to below the average satisfactory at the scale of appreciation.3 - The high degree of impediments to the application of the composition and human relations to a greater than the average satisfactory at the discretion.

**Key words:** Constraints, methods of human resource development, economic institution.

### ملخص:

إن التحديات والتحويلات التي يفرضها الاقتصاد العالمي اليوم على المؤسسات الاقتصادية في جميع أنحاء العالم ، تفرض على المؤسسات المحلية التعامل مع هذه التغيرات السريعة ، وفي بعض الأحيان مع التغيرات الأساسية. وبما أن الموارد البشرية هي العنصر الأساسي في عمليات الإنتاج وفي جميع الخدمات، فإن الدراسة الحالية تهدف إلى معرفة مدى تعايش المؤسسة الاقتصادية الجزائرية مع هذه التغيرات، إلى جانب أهم العراقيل التي تصادفها أثناء تطبيقها لأساليب تنمية الموارد البشرية. ومن أجل القيام بذلك، أجرينا دراسة حالة في المديرية العملية للاتصالات لولاية باتنة، لتسليط الضوء على هذه الظاهرة من خلال استخدام المنهج الوصفي، وكان الإستبيان أداة لجمع المعلومات المكون من 27 بندا تضمن ثلاثة محاور هي: "التوجيه، التكوين، والعلاقات الإنسانية"، وشملت عينة الدراسة جميع الموظفين البالغ عددهم 80 موظفا، وكانت النتائج كالآتي: -إرتفاع درجة معوقات تطبيق أساليب تنمية الموارد البشرية إلى أكبر من المتوسط الفرضي على سلم التقدير. - إنخفاض درجة معوقات تطبيق التوجيه إلى أقل من المتوسط الفرضي على سلم التقدير. -إرتفاع درجة معوقات تطبيق التكوين والعلاقات الإنسانية إلى أكبر من المتوسط الفرضي على سلم التقدير. ومن خلال النتائج المتوصل إليها قدمنا مجموعة من الإقتراحات التي من شأنها معالجة النقائص في مجال تنمية الموارد البشرية، وإثراء موضوع الدراسة مستقبلا.

**الكلمات المفتاحية:** المعوقات ، أساليب تنمية الموارد البشرية ، المؤسسة الاقتصادية.

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**Introduction:**

During last few decades global economy witnessed a major development in all its operations, institutions, and strategies, especially in western countries. It became a whole related structure in the world. It affected all countries including less developed once. Such changes, particularly in production process forced all economic institutions to cope with all these transformations. Since Algeria is one of the less developed countries has gone through certain regulatory changes starting from the independence in 1962 by self-management institutions, socialist management, and finally is trying to adapt capitalist system, has to cope with new strategies of development methods imposed by the new world system.

In the new world system, human resources have become fundamental criterion for valuing the status of institutions at various levels. Therefore, the effective instrument of human resources and the ability to discover and exploit their efficiency is essential to the organization to compete with other organizations in local and international markets. To achieve such goals, any institution must take into account the main elements of human relations development namely orientation, formation, and human relations.

Since Algeria is going through transitional period, it experiences a set of problems and obstacles in applying the development program of human resources in most economic and services institutions. To conceive such problems and obstacles, this study is going to answer the following question: What are the obstacles, in applying human resources development methods in the Algerian institution? It is also aims to show up their relations to orientation, formation and human relations in studying the case of Directorate Operational Telecommunications of Batna (hereafter: D.O.T.B), in doing so the study is divided into two main parts. The first part deals with research and theoretical framework ; the second part deals with field study, The latter is divided into four sections : **1.** identifies the field and period of time ; **2.** research method and means of collecting data, **3.** presentation and discussion of the results ; **4.** conclusion and recommendations.

## **First Part: Research Methodological and Theoretical Framework**

### **I. Methodological Framework**

**1. Study Hypotheses:** To answer the asked question in the introduction, four hypotheses were expected to give the right results:

. **General Hypothesis:** The degree of impediments in application of human resources development is greater than estimated average in the directorate of communications.

.**The first hypothesis:** The degree of obstacles is greater than the estimated average in application of orientation in the directorate of communications.

.**The second hypothesis:** The degree of obstacles is greater than the estimated average in application of formation in the directorate of communications.

.**The third hypothesis:** The degree of obstacles is greater than the estimated average in application of human relations in the directorate of communications.

### **2. The Importance of the Study:**

The importance of the chosen subject lies in the fact that human resources are the most important internal component of production process. It requires development methods such as : orientation, formation, and improve human relations, a matter which is in the Algerian economic institution are faced by enormous obstacles, which should be eliminated, and at least minimized.

**3. Objectives of the Study:** Objectives of the study can be summarized as follows:

. Carrying out specialized tasks and practices that help to raise performance levels and create competitive advantage by taking care and developing human resources.

. Highlighting the most important methods used to develop human resources in the Algerian Telecom Corporation, and identify the most important interests that concerned the Department of Sociological Relations and Pathways Management, and Department of formation.

. Disclosures of the main obstacles face by the institution in general in its pursuit of development methods appropriate to the functions of the institution as well as working staff.

### **4. Study Concepts:**

. **Obstacles:"** A difficult situation is fraught with ambiguity that prevents achievement of the objectives by sufficiently and effectively, and can be seen as the cause of the gap between the level of expected

achievement and actual achievement or as a deviation in performance from a predefined criterion." (Habib, 2006, p. 15)

. **Procedural Definition:** are those physical and organizational obstacles that hinder the institution or organization to achieve goals and to set its strategic planning.

. **Human resources development:** is defined in the "Journal of North African Economics, No. VII" as: "The process, which increases knowledge, skills, capabilities and competencies of the Foundation's resources through the following activities: performance, evaluation, continuing training, promotion, communication and human relations." (Qira, 2007, p. 134)

**Procedural Definition :** human resources development are the process that help develop knowledge, skills, abilities of employees through training, guidance and human relations that are required by permanent changes in the functioning of organizations and services.

**Methods of Human resource Development:**

**Orientation:** «is the process that involves giving orders, instructions, and guidelines, and it is not an easy task because it requires special skills to succeed. What is required is to obtain certain results. It is therefore necessary to unify the intellectual framework of the manager and the subordinate so that this latter can understand what the former means and what he aims at". (Al-Aalak, 2008, p. 356)

**Procedural definition:** Orientation is the process of demonstrating and imparting of the new employee, the duties of his job, besides making him familiar with physical, planning of the institution and function of each section.

**Formation:** formation is a structured education, defined and programmed to provide trainee habits, skills and abilities to a specific performance, or raise its efficiency. It is usually done in special training institutions or centres, as well as several training courses, each of which takes a specific time and requires certain conditions supervised by qualified responsible in training" (Shawish, 2008, p. 123)

. **Procedural definition:** It is defined as a positive behaviour, attitudes which provide new knowledge, skills and compatible participation within new surroundings that require more efficiency and performance.

. **Human relations:** "Human relations are defined as the outcome of the connections and contacts that govern the relationship of the individual to others and organizations that deal with them according to the laws and social norms of society" (Slatnia, 2004, p. 22)

. **The procedural definition:** Human relations are considered as the best qualities of mankind; tender, merciful, sympathetic, therefore, it should relate individuals within a group or institution that performs a common function that produces a commodity and or performs any function and service that requires a group labour.

. **Economic institution:** "is a gradual human gathering that uses intellectual means, material and financial, transfer and distribute goods or services according to specific objectives of the directorate based on incentives for profit and social benefit in varying degrees ". (Rahmoun, 2005, p. 137)

. **Procedural definition:** an economic utility that distributes telephone lines and internet. According to profitability rules, that requires the basic developed means of human resources.

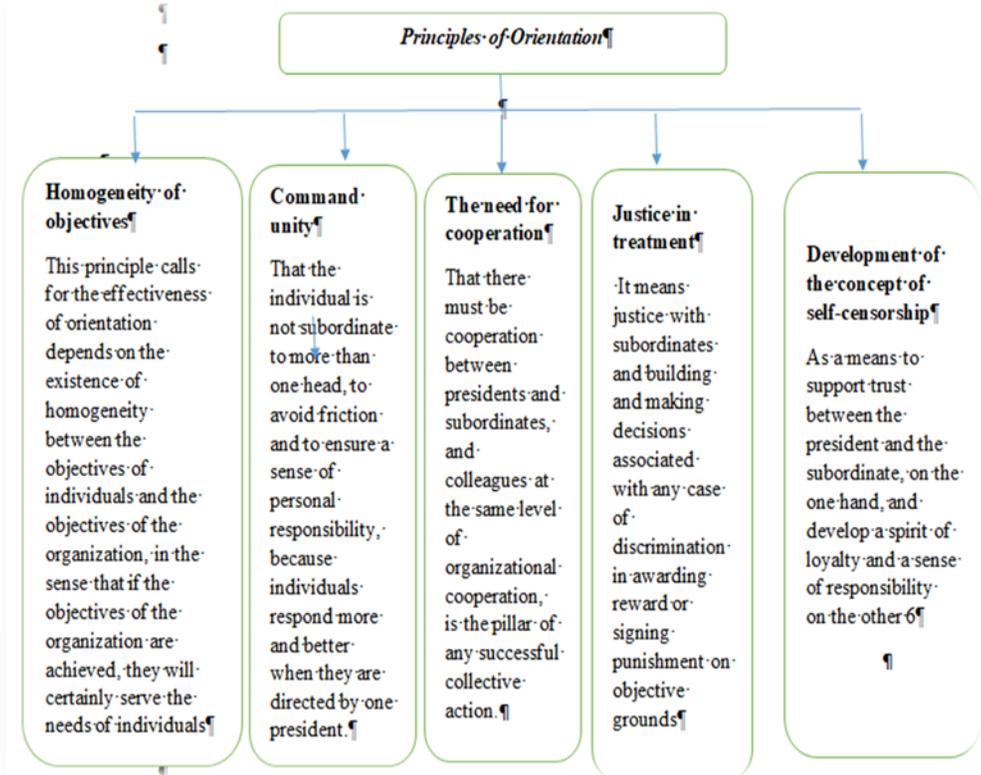
## **II- Theoretical Framework:**

Most studies of economic and service institutions show that human resources are basic and indispensable elements in functioning of all institutions. Based on this, the present study examines to what extent does the Algerian institution care of human resources. In doing so, the study concentrates on three basic means of human resource development as defined earlier:

### **1. Principles of Orientation:**

Orientation is important in management, it gives the signal to start work and move the constituent parts of the organization in achieving the institution objectives .The latter is based on a set of important principles. These principles serve as a good basis to exercise function of orientation as targeted, especially since orientation is one of the most difficult tasks because man is a complex force of needs, motivations, tendencies and desires that are constantly changing and transforming.

. The organization may include working individuals from different environments, cultures and customs that reflect their behavior and performance.To fulfill these different criterion it is required , to choose qualified and successful persons. These principles can be summarized in the following shema



Achieving positive interaction between working individuals and work environment, and develop capabilities of individuals to gain time and effort by not repeating the same processes and activities.

- . Orientation provides direct contact with subordinate functions, facilitate the task of subordinates in investment and employ their best personal and technical potential.

- . Under the supervision of a manager, monitoring provides an opportunity for subordinates to overcome their weaknesses in performance , resolve business problems through constant guidance, pursuit of their performance, help them to perform their functions better. Thus, why it is consider as a way to quickly promote new managers in a short time. (Beker, 2003, p. 123)

To conclude, the importance of orientation can be summarized as follows :

. Orientation derives its importance from being a job that reflects good or bad of the entire administrative process. After defining the objectives and distributing the duties by assigning the right individual in the right place, and should be informed, guided, encouraged and leaded towards achieving the objectives.

. If the administrative process is carried out accurately, the responsibility of orientation becomes easy. If this process is broken at one stage, then disruption is reflected in the orientation itself and its function. For example, if duties are not distributed to individuals, departments and sections to contribute in the achievement of goals and plans will result in weak commitment, and evasion of responsibility.

### **3. Principles of Formation:**

Extensive research and studies on formation have found that there are a set of principles that must be taken into account when practicing the formative activity:

.Formation is a part of administrative development and one of its means; it is an essential tool that integrates with the functions and activities of modern HR management.

.Formation is comprehensive, continues and planned process consisting of interrelated sub-processes.

. Formation must be meaningful to participants, thus, individual differences should be taken into account. (Abdullah, 2005, p. 27)

### **4. Importance of Formation:**

As confirmed by Sabrina Melat in her study (2006-2007) formation is a number of positive effects, especially if placed in the right framework and according to its specific goal whether to modify the human behaviour or achieve maximum efficiency and effectiveness as desired by the foundation. Effectiveness " in the results of her study, there was a correlation between vocational formation and organizational effectiveness as well as the study of Shibani Fouzia in the Security Sector Unit in Umm Al-Bawaki (2009-2010) titled "The Role of Formative Programs in Making Organizational Behaviour Change", which concluded that training programs have a role in bringing about change in organizational behaviour.

To explain the importance of formation in a set of points mentioned by Ibrahim Abdullah Hamida as follows:

. For organizational climate that shows in different forms and aspects such as improve relations between employers and workers effectiveness of institution in making decisions and solving problems.

. For employees: it helps them to make good decisions, cope with stress and conflict and solve problems more effectively by encouraging personal growth and self-confidence.

. For the development of human relations: development of social interaction methods among working individuals, and the ability of individuals to adapt to changes. In addition strengthen the relationship between management and workers. (Shawish Mostafa, 2008, p. 167)

Human relations have occupied a large area in the field of contemporary studies of its importance to the individual in the field of development and production. Examples of this are the study of Mohammed Al-Aifa (2015), which proved the extent of the impact of human relations on the functional performance of workers in the phosphate mine in the state of Tabessa. Almost same results concluded by study of Malcolm Patterson (2000), which emphasizes the impact of some factors on human relations on the organizational performance at one of the faculties of California University that shows also the importance of human relations and the impact on work environment as well as on workers .Thus, human relations can provide employees with job satisfaction in the organization by increasing the motivation of employees for good performance in the work and it gives them opportunity to make more efforts and achieve outstanding achievement, and creativity at work.it can also keep workers away from the sense of mental disorders, or cases of strife, hatred and envy because human relations the sense of mental disorders, or cases of strife, hatred and envy because human relations provide the spirit of teamwork. Human relations also raises the sense of belonging to work, and fuelled the working environment by familiarity, love, cooperation, and honesty and prevent negative behaviours at work. (Patterson, The impact of Human Resource and Ooperational Management Practices on Company Productive- a longitudinal Study, 2000, p. 72) Accordingly, the individual must be considered as the main resource for the success of any organization. It is necessary to take care of it and follow the development of the relationships that arise with its peers in the work environment by

trying to understand their motives, desires and attitudes so that a bridge of mutual understanding can be found to achieve the objectives of the Organization.

## **5. General Objectives of Human Relations:**

Human relations seek to create a suitable working environment for human beings, because human relations consider it more important than the elements of material production. Human is a living being with his feelings, his feelings and his various needs that should be satisfied. According to Gerald, Cole2004 the Department of Human Relations seeks to achieve the following objectives : help individuals to satisfy their economic, psychological and social needs, enlighten employees about their rights and duties within the organization, increase cooperation between different levels and groups working within the organization , and achieving the objectives of all groups working in the organization through a productive and planned collective effort (Gerald, 2004, p. 213)

Therefore, if the department of H.R is able to achieve these three goals of human relations, the results will strengthen collective efforts in the workplace. Human relations is a branch of knowledge that uses psychological, social and human studies in field of work to understand the behaviours of workers in different organizations, and deal with diverse situations contained in these areas, and adapt the worker with his work, colleagues and supervisors, and to achieve required job satisfaction and productivity.

## **Second Part: Field research**

### **1. The Identification of Period and Field of the Study:**

Due to the nature of the subject under study, The Directorate of Telecommunication Operation in Batna is a company owned by the state. Its function is related directly to the operations of telecommunication including telephone, internet and all jobs and operations that related to them. The study was conducted during the period from 12-11-2017 to 12-12-2017. The D.T.O.B employees 90 person; 80 of them underwent formation and orientation; and the rest 10 represented drivers and security agents who are not concerned by formation and orientation. Only 45 questionnaires had been filled and returned which represented 56,25 % of respondents, therefore the total respondents is 45, the following tables shows the different

professional categories as divided by quality tasks and occupational groups:

**Table1: Division of Staff by Quality of Tasks**

Segment by quality of tasks		Percentage
Commercial	10	11.11 %
Technical	31	34.44 %
Auxiliaries	49	54.44 %
Total	90	100 %

**Table 2: Divisions of Employees by Occupation Groups**

Division by professional Social categories		Percentage
Implementation class	15	16.66 %
Control class	28	31.11 %
Class Frames	47	52.22 %
Total	90	100 %

## 2. The Means of Analysis and Collecting Data:

The study was relied on the descriptive approach; it describes actually the phenomenon and interprets it qualitatively.

Based on the predetermined assumption, questionnaire of 27 items was constructed triangular scale (high, medium, low), and by using half- division method the questionnaire was conducted. It was corrected by Sperman Brown coefficient (0,73); and its stability was calculated by the coefficient of Alpha Kronbach and estimated at(0,74) that considered high.

Pearson correlation coefficient was used while studying the stability of internal consistency of the study instrument; Alpha Kronbakh coefficient used to calculate stability of the tool mean while the percentage, the arithmetic mean, and the standard deviation were used in simple description finally, Spss used to enter collected data.

## 3. Presentation and Discussion of the Study Results:

This section was devoted to the results of general arithmetic mean of the estimation of instrument and presentation and analysis of the results of three hypotheses.

### 3-1 Results of the Arithmetic Mean of the Estimation of Instrument:

A quick look at table three bellow shows that the arithmetic mean as estimated at 2,04, according to the respondents is greater than

the default mean to the tool as a whole, while the correction of responses was based on the following values : 03(high), 02 (medium), and 01(low) ; whereas the default mean is 02 , thus the arithmetic mean equal 2,04.

**Table3: Results of the General Arithmetical Mean Of the Estimation or Instrument:**

Tool hubs	Number of sample members	Arithmetic mean	Standard deviation	The default arithmetic mean
<b>Orientation</b>	45	1.97=9/17.75	5,657	2
<b>Configuration</b>	45	2.06=9/18,60	3,985	2
<b>Human relationships</b>	45	2.08=9/18,80	4.288	2
<b>Total average</b>		2.04=3/6.11	4.64	2

As indicated above in table 03, the arithmetic average is 2,04 (1,97, 2,06, 2,02) shows that the degree of impediment to the application of human resource developments methods as a whole in the D.O.P.B is greater than the default average a fact that indicates the realization of the general hypothesis.

**3-2- Presentation and Aanalysis of the Results of the First Hypothesis:**

The statement of the first hypothesis is : The degree of obstacles is greater than the estimated average, in to application of orientation in the D.O.T.B institution.

**Table 4: Results of the Arithmetic Average of the Sample Responses on Orientation Axis:**

<b>ORIENTATION AXIS</b>				
<b>Order number</b>	<b>Sentence number</b>	<b>Number of answers</b>	<b>arithmetc average</b>	<b>standard deviation</b>
01	01	45	2,40	,780
02	07	45	2,07	,780
03	02	45	1,98	,866
04	03	45	1,96	,878
05	06	45	1,96	,767
06	04	45	1,89	,885
07	09	45	1,89	,745
08	08	45	1 .84	.737
09	05	45	1,78	,823
<b>TOTAL</b>		45	1,97	5,65

Based on the arithmetic average of the orientation obtained from the average sample responses on orientation as shown in table 04, that totalled 1,97 indicates that the average of the tool that estimated at 02, is greater than the total average obtained from the responses, These positive results may be due to the effective policy in the recruitment process that is followed by the enterprise where it selects the employees after a period of training, a fact that explains to them the nature of their job and clear picture of how it functions.

Besides this, even new recruited and trained employees are placed under care of an experienced employee who supervises them until they master their jobs. This is expressed in item five in the following expression: "The supervisor did not provide advice concerning my job ", which obtained a low arithmetic average of 1,78 and standard deviation of 0.82, though they are also subjected to a fifteen day training period. In addition the department of H.R.D grants each year a training period for new employees .Therefore due to the results obtained from responses to the item number one, which states that "the diploma is considered as sufficient criterion during the recruitment process "which an average of 2.40 and standard deviation of 0.78 average, proves that other elements such as trends social backgrounds, education levels, ect... must be taken into account.

Therefore, it is very important to make sure that orientation is not the only element that makes the institution functions. Encouraging good leadership and efficacies information eliminate or reduce the errors that occur in the institution. Thus, to achieve the institution objective, a perfect strategy that integrates aside with orientation other related elements that have a strong relationship which encourages the employees to be efficacy in performance of their Job.

### **3-3- Presentation and Analysis of the Results of the Second Hypothesis:**

The statement of the second hypothesis is:The degree of obstacles is greater than the estimated average, in to application of formation in the D.O.T.B institution.

**Table 5: Results of the Arithmetic Average of the Sample Responses on Formation Axis :**

FORMATION AXIS				
Order number	Sentence number	Number of answers	arithmetic average	standard deviation
01	13	45	2,36	,570
02	14	45	2,22	,636
03	15	45	2,18	,650
04	11	45	2,09	,701
05	17	45	2,07	,539
06	18	45	2,02	,543
07	16	45	1,96	,638
08	12	45	1,91	,763
09	19	45	1,80	,786
<b>TOTAL</b>		45	2,06	3,98

As it is well known in.is getting more and more divided , and modern technology and the quality of the required services lead to the alienation of individuals and weaken human relations, Thus the second hypothesis as tested in this study reconcile with the theory of alienation. The statement of this theory was " "lack of cooperation between colleagues" was achieved with a high arithmetic mean of 2,08 and a standard deviation of 4,28.

According the above findings and the strategy of the Algerian Telecom Corporation (A.T.C) the quality and practical formation and continuous recycling and training of employees is required. Trough three policies, the arithmetic mean is still at 2,06 and standard deviation at 3,98 a fact that indicates that the D.O.T.B faces some constraints.

According to the results obtained from table five (05), most responses focused on item thirteen (13) which states the "shortening duration of Formation " and item fourteen (14) which featured the "method of communication", both with former staff and employees formation process so, duration of Formation is one of most important elements that must be taken into account because there are many differences in knowledge, assimilation, acceptance, of individuals for Formation.

In addition to different employees' backgrounds, centralization of contents and programs by A.T.C, limited time of Formation,

dependency of D.T.O.B led to some constraints that affected good functioning of the enterprise. These results somewhat correspond to the findings of Bousafel's study of 2006. Therefore, consideration should be given to the experience factors in determining the formative contents.

As shown by the result of this study and Bousafel's study, Formation were not observed and covered by all [circumstances](#) because of the program's strategy that should go through well programmed steps and planning to cover all needs of Formation follow-up and evaluation.

Although these deficiencies, the article 24 of section 01 for the employers obligations attaches great importance to customers. Thus the statement of the item twenty four (24) got a low average arithmetic of 1,96. Thus, what we have noticed through our frequent visit to the enterprise where friendship relations, were characterized by friendliness respect, and seriousness among employees. Besides, the department of socio-relations is doing the best to coordinate between all sections, applying the internal law, intervene in disputes. Thus, it is required for all employees to carry out their duties without intervening in other tasks. This is shown clearly in response to items twenty seven item (27) which obtained the highest arithmetic average of 2,44 and so does the standard deviation of 0,69. Besides the item 25 that states "a lack of cooperation in solving problems at work" got a standard of 2,13 and standard deviation of 0,69.

### **3.4. Presentation and Analysis of the Results of the Third Hypothesis:**

The statement of the third hypothesis is: The degree of obstacles is greater than the estimated average, in to application of Human relations in the D.O.T.B institution.

**Table6: Results of the Arithmetic Average of the Sample Responses on Human Relations Axis**

<b>HUMAN RELATIONSHIPS AXIS</b>				
<b>Order number</b>	<b>Sentence number</b>	<b>Number of answers</b>	<b>arithmetic average</b>	<b>standard deviation</b>
01	27	45	2,44	,693
02	26	45	2,22	,670
03	25	45	2,13	,694
04	28	45	2,09	,633
05	23	45	2,02	,657
06	22	45	2,02	,690
07	20	45	2,02	,583
08	24	45	1,96	,706
09	21	45	1,89	,647
<b>TOTAL</b>		45	2,08	4,28

Human relations are very important in functioning of any institution. To test human relations in Algerian Telecom Corporation, the statement of the hypothesis was: »lack of cooperation between colleagues and individuals work ", the results indicate the hypothesis work; the results indicate the hypothesis was achieved with a high arithmetic mean of 2.08 and standard deviation of 4.28. However, this does not mean that there is an unbalance in relationships, but in practice it seem to be that the formal character often stets limits to discipline and commitment and reduces the propotion of informal organization that contribute significantly in the development of relations between employees.

As mentioned earlier, the various activities and services of the D.T.O.B, particularly those that have direct contact with customers require special treatment and respect. This is proven by the results presented by item twenty four (24) that got a low average arithmetic of 1.96. This due, in the first place, by the role of the Department of socio-relations in coordinating between all sections, and by the internal law that gave priority to the respect of customers.

These instructions have limited the relations between employees during working hours to be within their duties without interference in each other's job. This is reflected in the results, as shown below in table 06.

A quick look at the statement of item 25 and 27 that the states " lack of cooperation in solving problems at work " with an average of

2.13 and a standard deviation of 0.69. The second states "lack of cooperation between colleagues" which obtained the highest arithmetic average of 2.44 and a standard deviation of 0.69 ; this shows that there are certain disciplines in the enterprise that must be respected.

## **Conclusion and Recommendation:**

As mentioned in the introduction of this research paper, the goal of this article was to testify the effections of the strategy of development of human resources at the A.T.W.B represented by the enterprise of D.O.T.B. The results were that obstacles exist and vary in degree between orientation, human relations and formation. The results reached indicate that the important difficulties faced the D.O.T.B lied within the human resources development.

Based on these results, we recommend that the D.O.T.B should cooperate with the university to carry out further studies that help the enterprises to understand better the most effective ways of organization , technical , economic social and psychological obstacles ; and therefore, new methods of orientation, training, and human relationships, to help the organization to cope with continuous, competitive, and most developed strategies in all domains of economic, politic, social, psychology and cultural.

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