

THE COMPOSITION OF EMPLOYEES AND THEIR RETURN ON JOB PERFORMANCE AND ON THE ORGANIZATION'S PRODUCTION

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ABSTRACT

The process of economic and social development does not succeed without human resources, and the latter is considered the main axis in facing the challenges of the times and its successive changes and keeping pace with rapid developments in all fields. This is why it has received great attention from organizations, especially with their awareness that attracting and employing human minds, and embracing intellectual and cognitive capabilities. Mental and creative energies at the present time are not considered a sufficient basis for achieving effective performance in an environment characterized by fluctuations and surprises. Rather, it must be developed and its performance constantly increased, and this will only be possible through the practice of scientific training.

The formation of any human resource is considered one of the matters that receives great attention in administrative and organizational thought due to its relationship to the level of the individual's profitability in the institution in which he works. It is one of the means used by the administration in order to develop and develop the scientific and behavioral capabilities of workers and advance him to achieve prosperity, growth and continuity of the organization. By training their employees, organizations aim to fill their knowledge gaps that negatively affect their performance. Therefore, the training of individuals is necessary in the event that their level of performance declines due to the presence of cognitive deficiencies that have a lack of qualifications or negative attitudes in their behavior. This is done through the performance evaluation process, which is considered one of the important processes and basic tools on which the success of any administrative organization depends to reach high rates of efficiency and productivity. Therefore, evaluating the performance of employees in any institution represents one of the main functions that it must perform to reveal strengths and weaknesses, determine the efficiency of employees' performance of their work, and take all necessary measures.

Accordingly, this study came to reveal the relationship between the composition of employees and their return on job performance and on the organization's production.

Keywords

Training, job performance, institution, job performance, efficiency, institution production

Introduction

The world has witnessed a rapid stage of development during the past two decades, from the era of industry to the information age. This development coincided with the recent

communications revolution, which led to reducing distances between the countries of the world and breaking barriers and borders, with the transformations and changes that caused the emergence of the phenomenon of globalization, which was one of its most important

results. Determine trade between countries 'This made institutions of all degrees of progress and growth seek to obtain modern technology in order to remain leaders in the global market.

As a result of these transformations and changes, attention began to be paid to qualified human resources as an important element and a major focus in facing the challenges of this era and its successive changes and keeping pace with the rapid developments in various fields after it was confirmed that it is not feasible to own financial resources alone, and that the survival and continuity of institutions in light of the great global competition depends on the extent of their effectiveness and skill. Workers in performing their work.

The human element is considered one of the most important elements, if not the most important in the success of the organizations' work. It was and still is the basic factor in planning, organization, work and production. Accordingly, it is the only element in the production process that cannot be replaced or replaced by technological innovation, because it remains of an administrative status. It cannot be replaced 'Therefore, obtaining a qualified human resource is not sufficient for the survival and continuity of institutions. Rather, it must be directed and developed continuously and work to improve its performance. This can only be achieved through its formation and the development of its career path.

Training is the organized and continuous process that gives the individual the knowledge, skills, abilities, trends, ideas, and performance necessary to perform a specific job or achieve a specific goal now or in the future, with the aim of increasing the efficiency of workers to carry out their work, and thus increasing the efficiency of the institution in which they work. Institutions aim, through their formation of human resources, to raise Production efficiency and improvement of

work methods 'This is done by bringing about a change in individuals' skills and abilities on the one hand and developing the patterns of behavior they follow in performing their work on the other hand. In order for the organization to know the extent of its effectiveness and degree of success in achieving its goals, it must carry out a process of evaluating the performance of its employees to draw the future vision that it must have.

Evaluating the performance of employees is of interest to institutions and is considered the main focus because it helps reveal the potential energies and capabilities of their employees in order to invest in order to achieve successful performance, identify the areas of imbalance and weakness among employees and help them raise their efficiency and improve their performance through training processes in order to Raising their level, renewing their information and knowledge, and making them compatible with modern and new changes.

Among the countries that always seek to increase the capabilities of their institutions, we find Algeria, through increasing the activities of its institutions by raising the performance of employees and enabling them to undergo training courses and programs, which contribute to raising their efficiency and developing their skills 'The Directorate of Health was interested in training its employees as an administrative institution, considering its employees as the basic foundation for developing and improving work methods to keep pace with the changes and developments taking place in all fields and fields as a result of the information and communications revolution that forced institutions to gradually abandon their old work methods and replace them with modern systems and methods that are compatible with the requirements of the times.

In light of the above, the following main question can be asked:

To what extent does employee training affect improving job performance in the health institution ?

The following sub-questions fall within this main question:

How does training contribute to developing the capabilities and skills of employees in the health sector ?

Do training programs contribute to improving the patterns of modern management processes in public health institutions?

Language formation is defined as follows: formation: bringing the non-existent out of nothingness into existence, which means training, education, writing, making, creating, form and form .While it is defined idiomatically as: a cognitive and behavioral skill change in the individual's current and future characteristics, in order for him to be able to meet the requirements of his work or to better develop his practical and behavioral performance; (Ali Muhammad Abdel Wahhab, 1975, p.266) It is clear from this definition that training works to change individuals' cognitive and behavioral skills so that they can perform their work better. We also find Dr.Abdul Baqi defining it as a planned activity that aims to provide individuals with a set of information and skills that lead to an increase in the performance rates of individuals in their work.From this definition, we conclude that training is a planned process carried out by the organization for the purpose of providing individuals with information and skills and thus increasing their performance rates. There are those who define it as: "the process of learning a series of programmed behavior or following a set of specific behaviors.It is clear from this definition that formation is a process through which the individual takes a set of actions and follows them up (Mohamed Abdel Fattah Al-Sarfi 2003, p.02)

and through the previous definitions we conclude that training is an organized and planned process, aiming to provide workers with specific knowledge, improve and develop their skills and abilities, and change their behavior and attitudes positively 'Which helps in performing the current and future duties and work assigned to them optimally.

Performance is defined linguistically as performance as the source of the action performed, and it is said that something is performed: connected to it and the name is performance. Technically, Rawiya Muhammad Hassan defines performance as: "It refers to the degree of achievement and completion of the tasks that make up an individual's job, and it reflects how the individual achieves or satisfies the job requirements. There is often confusion and overlap between performance and effort. Effort refers to the energy expended, while performance It is measured on the basis of the results achieved by the individual" (Narrated by Muhammad Hassan, 2005 'P.21) Through this definition, we find that performance is the means that enables the working individual to achieve the requirements of his job. - Ahmed Saqr Ashour defines it as: "The individual carries out the various activities and tasks that make up his work, and we can distinguish between three partial dimensions that can be measured. The individual's performance on it, and these dimensions are: the amount of effort expended, the quality of effort, and the pattern of performance. " (Muhammad Kamal Mustafa, 198, p.166) We note that this definition focused on how to measure performance, in addition to that it is related to the nature of the work that the individual does. Through the previous definitions, we conclude that evaluating employee performance is an administrative process that aims to measure individual differences between employees. It is a system designed to measure and evaluate the performance and behavior of

employees during work through continuous and organized observation of this performance through specific and known time periods

We find that departments today pay great attention to keeping pace with civilizational development by investing in the development and development of human resources according to the specialization of each sector, in order to raise the level of individuals' productive efficiency in them, and move the wheel of development and development, taking into account that the qualified labor force is An essential pillar in this process .

A set of principles reached by research and studies on training, which are considered as guiding standards for transferring types of skills and knowledge and changing trends in line with the interest of the organization. Among these principles (Abdul Ghaffar Hanafi, 1990, p.126) are the following:

1. The necessity of creating motivation among the component

The stronger the motivation of the formation, the more this helps to quickly acquire new knowledge and skills. This means linking the formation to a goal that the formation desires to achieve.

*We conclude that the component must have a goal that it wishes to achieve, such as promotion.

2. Follow up on the component and its progress

Many studies have indicated that there is a relationship between the information given to the components and their speed and effectiveness, because the abundance of information is not sufficient in itself to acquire the skill, but rather this is achieved by a sound understanding of what this information means and the extent of its absorption, and we may find difficulty in that, and this is what shows the role of the component in Follow up on the degree of progress of the components and verify theoretical and practical understanding.

We conclude the necessity of following up on the component and the extent to which it benefits and absorbs the information dumped on it.

3. Linking configuration to support programs

After acquiring knowledge through training, the result or formative effect must be linked to the reward and punishment system. One of the positive pillars is the opportunity for promotion, increasing wages, or thanking the worker for the achievement he has done. Therefore, it must be verified that the reward is in exchange for the achievement of the individual formed, with the presence of a type of The proportionality between training programs and the needs of operational departments according to job and business requirements . If the behavior of the component is not consistent with the organization's organizational behavior in using sanctions, it is only to strengthen, strengthen, and maintain organizational behavior.

We conclude that it is necessary to link the formative effect to the reward and punishment system.

4 The necessity of scientific practice of the component

In order to effectively acquire skill, knowledge, or the right direction, the component must participate and be given the appropriate opportunity and time for education, while providing tools and training methods similar to what exists in an environment The job.

We conclude that it is necessary to give the component the opportunity and sufficient time for education, while providing training tools and means similar to its work environment.

5- The need to take into account disparity

Although group training is less expensive, due to the differences in individuals in terms of level of intelligence and comprehension, this calls for building a training program that is compatible with the differences that exist between individuals, using individual training and

education devices to confront various differences, which makes them logical and scientific. We conclude that it is necessary to take into account the differences that exist between the individuals formed in terms of the level of intelligence and comprehension.

6 - Moving from total to partial

The more complex the work is, the better it is to learn it in stages according to its parts, and thus learn

What is formed is how the parts are grouped together and how they are interconnected and overlapping to form the work as a whole. We conclude that it is necessary to disassemble the work into its parts and group them together to find out how they overlap and are interconnected.

A good training program requires following a set of procedures or steps: (Abdul Ghaffar Hanafi, 2002, pp.353-352)

1- Preparing and qualifying the component

He must be qualified and able to train individuals. We conclude that it is necessary for the component to have sufficient qualification and pedagogical experience for the training to be effective.

2- Preparing and preparing the component

This requires good preparation of the appropriate place for formation and appropriate means, as well as preparing the mind of the component even Accommodates information and instructions during the training period.

We conclude that it is necessary to provide the appropriate place and means, convince the component of the training process and explain its objectives.

3- Review the component's performance method

This is through clarification, explanation and scientific statement.

We conclude that it is necessary for the component to explain the compositional material in an easy and clear manner.

4- Giving an opportunity to practice

There are several different alternatives to the practice of composition. There are those who often use the method of interpretation, provided that they use other means to help the composition to explain some points. If the work is necessarily of a material nature, the best method of composition is practical (applied) presentation.

We conclude that it is necessary to practice composition in applied ways in order for the formative material to be well absorbed.

5- Follow-up

The individual must be reviewed from time to time to verify that he is doing the work properly.

In order for the training to be effective and produce positive effects, it must follow these procedures.

* We note the necessity of reviewing and following up on the individual to ensure that he practices the work in a proper manner and the effectiveness of the training.

Formative scientific nature

Types of configuration

The training is divided into types, where any organization can choose the types that suit it, according to the nature of its current activity, expected activity in the future, and technological changes, and that the use of each type of these types depends on the goals to be reached, on the capabilities of those in charge of the training, as well as on the capabilities of the individuals who receive the training. The types of training are as follows: (Ahmed Maher, 1998, p.396)

First: Training according to the employment stage
It is the training that a newly joined individual obtains, and it usually takes place during the first days or weeks of appointment. It is considered an introduction or introduction to the work and the organization. This type of training is divided into:

1- Directing the new worker: When the new worker applies to work, he needs a set of information in the process of preparing and

providing them with the basic information they need to perform their jobs in the required manner, especially new workers who need preparation and guidance processes when they begin joining the organizations.

It aims to introduce the employee to the work rules, goals and responsibilities of the organization in which he works, and his place in the general organizational structure of the organization. It also includes answering all the questions that the new employee wants to obtain clearly.

Organizations differ in the way they evaluate a new employee for work. Some rely on the method of lectures, some rely on interviews with direct supervisors of these employees, and others rely on brochures or printed materials containing all important information and other methods.

The most important information and data that these methods collect to provide to the new employee is: general information about the project, such as: its history, types of products, the administrative organization of the project, and the organizational map.

- Working hours and attendance and departure system.
- Wages, benefits, bonuses and deductions.
- Regular, sick and emergency leaves and their procedures.
- Industrial security and safety rules.
- Project location, departments and divisions.
- Social insurance, pensions and treatment systems.

The employee may be new to work, as a graduate of the university, that is, he has not entered the field of work before, or he may be moving from previous work to a new job in which he has no experience, which requires training him to perform it. This type of training is predominantly academic in nature, especially in the field of administrative training, because preparation requires providing the component with many foundations and theories that are less needed for

on-the-job training, and this type of training is called or known as introductory training.

-02 In-service training (during work): Sometimes organizations want to provide training on the work site and not elsewhere, in order to ensure higher efficiency of training, as the employee obtains it from the bosses at work, and this is done through continuous guidance, as organizations encourage and seek to ensure that the provision of information and training by its direct supervisors is at an individual level for the components. What increases the importance of this training is that many of today's machines are characterized by complexity, which makes the worker's readiness or previous experience insufficient, and therefore he must receive direct training on the machine itself and from its supervisor. This type of training makes it difficult for the supervisors (components) to be busy with their work. Daily work and not focusing or giving enough time to the components.

03 - Training for the purpose of renewing information (application of new systems): When individuals' knowledge and skills are outdated, especially when there are new technological and systems working methods, it is necessary to provide appropriate training to the employee in the specialty he practices, and there is always a need to generalize this type of training. In all types of specializations.

04- Training for the purpose of promotion and transfer: This is the training necessary to prepare the individual to take up a new job, or this is due to the difference in the individual's current skills and knowledge. This difference is required to be trained to fill the gap in knowledge and skills, as if, for example, it were related to training the worker to be a workshop head or a head. Workers, as it requires obtaining training programs on how to work with the workers under his supervision, how to distribute work to them, and following up on the performance levels of each of them.

05 - Training to prepare for retirement: In high-end organizations, elderly workers are prepared to retire, and instead of suddenly feeling that they have retired, the individual is formed to search for new ways of working or ways to enjoy life, search for interests other than the job, and control pressures and tensions. Regarding retirement.

We note that training according to the recruitment stage includes: training that aims to introduce the new employee to the work rules, his goals, the characteristics of the job, and the responsibilities that he will exercise, training on the job site and being one of the direct supervisors, training to renew knowledge and skills to keep pace with technological developments, training to assume a new job, whether through Promotion or transfer to fill the gap in difference and address deficiencies in performance, and training for the purpose of psychologically preparing the employee for retirement.

Second: Composition according to place

This type of composition is divided into: (Amin Al-Saati, 1998, pp.118-119.)

01 - Training within the organization: The company may want to hold its programs within the company, whether with two components (Trained) inside or outside the company. Therefore, the company must design programs or invite two components to contribute to the design of the programs and then supervise their implementation. There is another type of internal training.

In this type of training, the direct superiors of the workers provide them with the knowledge and skills necessary to perform the work or supervise or for some experienced old workers to perform this task. In this method, the components are able to imitate its component and acquire the skills necessary to perform the work from it. This type is characterized by the similarity and similarity of training conditions to work performance

conditions, and thus the ease of transferring what can be learned into reality and work.

- Training outside the institution :

This company prefers to transfer all or part of its training activity outside the company itself if the training experience and training tools are better available outside the organization. Training can be used either in private institutions or joining government programs:

A - Private training companies: Any company seeking external training through the training market must provide such offices and companies.

B - Government programs: The state sometimes supports training programs through state organizations or institutions, and they usually focus on raising skills and knowledge in areas of interest to the state.

* We note that this type of training includes: training within the organization, where you design training programs or with the help of components outside the organization. The direct supervisor may provide information and knowledge for his work experience, in addition to training outside the organization, which is either in private companies or through government institutions.

Third: Training according to the type of jobs

According to this type of composition, we distinguish several classifications, which we summarize as follows: (Ahmed Maher, 1998, p.396.)

- Vocational training: This type is concerned with manual and mechanical skills, examples of which include electrical work, carpentry, mechanics, maintenance and operation, etc. Here we find that the method sometimes followed is to appoint some new workers as assistants to old workers, for the purpose of knowing the arts of the profession. There are also technical institutes. And vocational training centers that can be joined for training in some professions. These training centers often have huge capabilities that enable

workers to acquire great skills and abilities. This vocational training involves preparing the individual not only to do one work, but with several types of work related to each other. That is, the purpose of the training is the individual's familiarity with a specific craft and the formation of his skill in all the arts of the craft. The history of this type of training dates back to the Middle Ages and ancient times.

- **Specialized training:** This training includes specialized knowledge and skills to practice specialized jobs higher than technical and professional jobs, and usually includes accounting work, procurement, sales, production engineering, and maintenance engineering.

This training aims to develop specialized skills and expertise in order to provide the capabilities to confront work problems. The skills here do not focus much on routine procedures, but rather focus on solving various problems, designing systems, planning them, following them up, and making decisions in them.

- **Administrative training:** This training includes the administrative and supervisory knowledge and skills necessary to hold lower administrative positions (supervisory, middle, or senior), which are knowledge that includes administrative processes such as planning, organizing, and monitoring, making decisions, directing, leading, motivating, and managing work groups, coordination, and communications. In short, it is a training that covers the training needs required to be conducted for leaders and presidents (Salah al-Din Abdel Baqi, 2000, p.276).

* We note that this type of training includes: vocational training, which includes training workers with manual skills such as electrical, mechanical, and mechanical work... Etc., as well as specialized training that includes specialized knowledge and skills such as accounting work, procurement ...Etc., and administrative training that includes administrative processes

Planning, organizing and monitoring .

The second requirement: formation methods

Training has several methods and methods by which the goals set for training programs are achieved. The use of each method depends on the capabilities of those in charge of training, the components, and the goals to be achieved. The training methods also differ according to the circumstances, which are represented by the difference in the purpose of training, the difference in the job level of the workers, and the difference in their experiences and cultures, in addition to the difference in available financial capabilities. One of the most common formative methods is (Omar Belkheir Jawad, 2015, pp.82-83)

And its uses are:

1- Lecture style

The lecture method is considered one of the most common and oldest methods, as the component delivers training material directly, so that it is a process between the component and the component on one side, which is the component (the lecturer). This type of training is compatible with the need to deliver information, rules, procedures, and methods of performing the work to the largest possible number. Of the components, in the shortest possible way and at the lowest cost. The success of this method also depends on the efficiency of the lecturer, his mastery of the topic, and his ability to deliver information to the components and influence them .

Despite the spread of this method, its low costs, and the fact that it does not require financial capabilities, this method is criticized for the low participation of workers in learning programs, the lack of opportunities to transfer the learned material to reality, in addition to the weakness of feedback (weak focus on the practical and applied aspect).

We conclude that this method is suitable for acquiring information, knowledge, rules and

procedures for methods of performing work for a large number of components, and it is done by one party, which is the component.

Discussion style

The discussion method is considered a successful study and formative method and has a great advantage over the lecture method in that it provides a counterproductive benefit from controlling the course of the discussion, directing it towards important topics and moving away from them

Side matters provide a climate for exchanging opinions and viewpoints very seriously. The effects that the discussion has are characterized by a kind of stability, as all components participate in the results reached and provide the opportunity to develop sound trends towards cooperation, teamwork, negotiation, acquiring skills, exchanging experiences, and practicing democratic methods in solving problems.

The component plays an important role in the success of this method through its ability to manage the discussion in an organized manner, on the number of participants in the discussion panel, and for a period of time appropriate to the topic, so that it is not short, so the benefit of the discussion goes or is long, thus causing boredom to the worker formed, so that the typical number in the discussion panel does not exceed (25) formed and the period does not exceed two hours. We conclude that this method is suitable for acquiring skills, exchanging experiences, and solving problems, and all components participate in the results, provided that the component is in control of this method.

Case study method

According to this method, an event or groups of events related to specific administrative situations and problems faced by the institution or another institution at different administrative levels and multiple fields are presented to the components. The components are asked to study,

analyze, and extract indicators and indications from them in order to reach an estimate, judgment, or decision regarding what happened. And the method of treating it, and accordingly the case study is divided into two main parts: A- The study in which the component diagnoses the causes of a specific problem.

B - The study in which the component solves a specific problem.

This method provides the opportunity to look at the problem in a calm manner, away from pressure. It also provides the opportunity to exchange ideas and alternative solutions to problems. Among the disadvantages of this method are:

- It may convey to the components a wrong impression of the actual work.

Finding a solution to a problem may take a long time.

We conclude that the case study method is suitable for acquiring analytical skills, as the component faces certain administrative situations or problems and is asked to analyze them and make a decision regarding what happened while choosing the treatment method.

4- Role acting style

This method is considered a specific description of the roles that workers will play to shed light on interactive behavioral problems and in line with the reality of virtual problems in the field of work. According to this method, it is introduced

A specific situation, situation, or problem is a common problem in organizations as a result of organizational relationships

Or administrative or humanitarian, then the training supervisor gives the worker a specific role and asks him to represent him and make the appropriate decision.

One of the advantages of this method is that it shows the worker's correct behavior regarding a professional issue, as well as his feeling of embarrassment over his actions that other workers

notice. This may lead to the emergence of conflicts between workers and an increase in the intensity of the discussion. Accordingly, it can be concluded that one of the most prominent areas that use this method are areas related to relations. Humanity and proper supervision.

We note that the role-playing method is suitable for acquiring behavior skills, as the worker faces a specific role and is asked to represent him and take the appropriate decision regarding him.

Obstacles to formation

We can divide configuration problems into traditional problems and modern problems, which are as follows :

A- Traditional obstacles to formation: They are :

Lack of knowledge: One of the problems faced by training is the lack of knowledge gained from it. In this case, it becomes necessary to develop pedagogical techniques for the purpose of conveying information accurately and directly .

- Adapting to new organizational structures: The lack of individual experience may be significant, which causes problems to be created for the organization, which requires the training officer to analyze the organizational problems that present themselves to the organization .

A- Modern obstacles to formation: They are represented by :

- Inclusion of training efforts: Many organizational structures did not allow for optimal exploitation of human resources, nor the best way to integrate efforts, and education in this field is still slow and requires a fundamental change in behaviors (Muhammad Karbousa and Khaled in Hussein, 2004. P.54-55).

- Clarifying individual goals and their relationship with the organization's goals: The matter here also relates to the problem of organization, which is limited to professionalism, and the information guidance given to the group .

Given the extreme importance of training, the institution should not be discouraged in moving

towards a policy of training its resources due to the problems facing the latter. Rather, it must work hard to integrate training efforts within it and provide everything possible in order to achieve the goals of training .

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