

## **The reality of training in the electricity and gas distribution company Sonelgaz. Adrar**

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### **Abstract:**

The study aimed to identify the reality of training strategies in the Electricity and Gas Distribution Corporation - Sonelgaz. The researcher used the descriptive approach that is consistent with the nature of the subject. The study was divided into two main important axes. The first included training and its importance in developing human resources. The second addressed the reality of training strategies in the institution under study. The method of direct observation and interview was used to collect information, in addition to using the "questionnaire" tool to identify workers' responses about the importance of training in developing human resources. The study sample consisted of 67 individuals from the company's workers who were selected by simple random sampling. The results of the study concluded that the institution adopts training strategies based on scientific foundations in terms of methodology and method. The results of the questionnaire also concluded that there is great importance for training in developing and enhancing human resources within the institution under study.

**Keywords:** Training; Human resources development.

## INTRODUCTION

The promotion of institutions to leadership has always been conditional on their keeping up with various developments and strengthening their competitiveness. This is not to focus on mechanisms and techniques and the replacement of handicrafts with computers, but rather on human development in relationships, the way in which they work and the methodology of work within the institution. No matter how technically developed the work is, it is also dependent on the development of human resources. This is why it has received a lot of attention from human resource managers, since human resource efficiency and competence always require two types of intervention in order to ensure human development at the required level and to achieve higher performance.

The first of these demands is to provide sufficient motivation for this resource both on material and moral scales.

The second is to provide adequate conditions and appropriate opportunities for the resource to develop its efficiency, ensure its stability and perform well.

The training process is therefore one of the most important tasks of human resources management in the current institutions in order to achieve a continuous and lasting development of their human resources.

On the one hand, this is to ensure its continuity and to achieve competitive advantage in a world where competition has become the constant and changing element to adapt to it. In order to enhance human resources, the company must develop a longterm strategy, often through training programs and formative schemes as well, as a means by which the institution can convey its productive requirements to the members of the organization and its human resources. the main axis of organization and the only one able to achieve its demands, if it has two main factors, "a desire with sufficient incentive" and "appropriate skill and efficiency".

This latter can be achieved through the training and continued development of the institution's human capacity, so what is the reality of training in the Algerian institution and the company of electricity production as a model.

To what extent can the training process contribute to human resource development in the company under study?

**Hypothesis:**

Training fundamentally improves worker's skills and executes a company's future strategy, so:

- training has an essential role in achieving individual adjustment to the demands of his work.
- training has a key role to play in achieving company's goals.

**study objectives:**

The study is considered one of the attempts to identify the reality of training in the electricity production company, Adrar production unit, due to several considerations, including the company's seniority, the gas, and its long experience in both the organizational field and the technical and technological field, especially since it has followed both the Socialist and Capitalist Executive epochs and was able to maintain its organizational structures, compared to some of the institutions that declared bankruptcy during the period of transition from socialist management to capitalism. On the other hand, this modest research aims at identifying the training programs, how they are designed and realistically achieved, and its impact on the human resources. scientific knowledge is cumulative and the process of training requires a high efficiency to succeed in the institution. Otherwise, it would cost the institution rather than making profit and investing in the human resource.

To that end, the researcher relied on the method of direct observation and the transfer of some statistics as an image of the reality of training in the studied company. This was supported by the workers' responses to the

questionnaire and to how extent training contributes to them as individuals, and the contribution of the formative programs to the achievement of the company's objectives such as reducing accidents and increasing production.

**Importance of study:**

The importance of studying the subject of training highlights through the constant quest of human resources management from the first sight of selecting the individual who wants to occupy a position within its organization, and even may go beyond to appointing the individual who accompanies this new factor in his career path within the so-called professional follow-up as it is done in the studied company, the results of the study can be an added value on both the theoretical and applied levels.

The systemic view brought by the specialists proved the need for organizations to adapt to the data of the environment - the organization's influence and its impact on its external surroundings - and to try to adapt to the requirements of the current time of speed and mastery in work at the same time, but for the means of adaptation, the choice remains for the organization or institution, some organizations follow The method of technological change or changing its policy towards its objectives or even completely changing its goals, and this often happens in companies with intense competition .

One of the flexible and effective ways of adaptation that we observe in institutions is the “training” or “recycling” process. There is no human resource management unless we find, within its annual plan, keenness to implement formative programs except for those that are considered small institutions whose members do not exceed Six or seven individuals, but we may find them despite this.

In this context, the current study comes as an attempt to investigate the role of training before and during work in developing the skills of individuals working in institutions of a productive industrial natur..

**The concept of training and its principles:**

There have been many definitions of the concept of training, and based on previous studies, we find that training from a linguistic point of view is usually replaced by the term internship or “training” in the English language, while in Algeria and some other countries it deals with the term that we are dealing with in the current study - formation - or “la formation” in French. Whatever the case, this variance is only the result of the difference in translating the word itself. On the one hand, we find the two terms training or formation pouring into a common conceptual framework. Below are some of the more comprehensive and accurate definitions of the term formation.

Training has been defined as a continuous activity based on planning and organization and helps to increase the ability, skill and effectiveness of the human element to rise to higher levels of performance in the organization. (بن خيرة ، 2019).

Al-Taani also defined it as “a continuous organized activity that focuses on the individual to achieve a change in his knowledge, skills and technical capabilities to meet specific needs in the current and future situation, in light of the work requirements he is performing and his future aspirations within the framework of the institution in which he works” (سماش و ثابتي ، 2017).

Among the most important definitions that differed from the previous two definitions, which added one of the basic ideas in the concept of training that is “bridging the gap between the current performance and the required standard performance, through various means such as guidance, cooperation and participation by subordinates, this teamwork enables employees to participate effectively in work and produce better performance”. (رجم ، بن عياد ، و منصور ، 2019).

This definition added one of the basic concepts of training, which is to bridge the gap between the normative performance that the organization

seeks and the normal individual performance resulting from purely theoretical knowledge.

As a conclusion from the above-mentioned definitions, we find that training is a method pursued by the institution in order to adapt its human resources to technical and professional development. It is an organized and continuous process that aims to bring about pre-defined changes in the behavior of the individual, his knowledge and skills.

### **Training principles:**

**A- Defining the needs accurately:** It includes the needs of the institution and the needs of the individuals working in the institution, which are supposed to be reinforced after the end of the training process

**B- Continuity:** Continuity is one of the basic formative principles, especially with the rapid change in technologies and techniques and the individual's need to constantly refine and renew his knowledge and achieve adaptation with his activity and functions.

training is a vital link in a chain starting with defining job specifications and defining job requirements, and then moving to selecting the individual for whom the various tests reveal the availability of those requirements, and from having a strong possibility of his success in carrying out job requirements. After that comes the preparation processes for work as an initial formative stage to help the new employee explore the nature of the work and realize his position in relation to other departments and the conditions and methods of performance. Then another link which is referred to as guidance or directing the employee, then it comes a stage when it is requested to assess the efficiency of the individual in his work, thus training emerges again as a tool for modifying job behavior and acquiring the individual the skills and abilities he needs to improve his performance in his current job or to prepare him for promotion to a higher job or move to a new organizational position. Therefore,

training represents a major continuous activity across the entire career path. (Sekiou,2007, p239)

**C - Comprehensiveness:** This means that the training includes the various hierarchical categories according to the requirements of each position.

The principle of inclusiveness is based on its inclusion of the different job levels, starting with the occupants of the executive base positions, passing through the occupants of the assistant positions and the middle administrative positions, and ending with the occupants of the top and senior management positions. (chandler, 1972, p. 192)

**d- Realism:** training should be easy and possible to fulfill in the ground and in its embodiment of the objectives through realistic and real programs and methods.

**E- Training is a full system:** This principle confirms that training has a characteristic of integration and interdependence, as formation is not a random activity, but rather has specific goals.

**F- Training is a changing and renewable activity:** This principle indicates that the training interacts with the variables, which calls for it to be characterized by change and renewal, whether in methods or in strategies and means ... The trainee changes his behavior and habits, as well as his skills and desires, in addition to the jobs that the trainees will occupy are also changing to meet the economic and technological changes, The organization's policies, strategies and objectives change as well, and the outcome is that the human resources department becomes responsible for adapting the training system to these variables, through:

- Continuous acquaintance with the administrative and technical situations in the institution and the change in its activities and working methods.

- Continuous renewal in the patterns of training programs, methods and training equipments used. (الجوهري، 2011، ص314)

### **The first axis: the reality of training in the studied company:**

Each company or institution has its own methods, and approaches to training, which differ according to their nature - service, production, or industrial ... etc., and differ according to their different objectives and strategies, and based on the first question; What is the reality of training in the company? In this axis, the researcher tried to identify the mechanisms and methods and the overall stages of training in the company under study.

### **First: The mechanisms and methods used:**

The first issue that should be noted is that the training process in the parent company Sonelgaz is exclusively performed in one of its subsidiaries which is the Training Branch in Electricity and Gas (IFEG) «Institut de Formation en Electricité et GAZ», currently represented mainly in three main institutes, the Institution of Benn Aknoun Algiers, which focus training running cadres, as well as the technicians of administrative management. As for the current pole, it is located in the state of Blida, which is concerned with training in the technical and technological field, and then the third pole located in Ain Melilla, which specializes in the formation of semi-technicians, technicians in addition to training in the field of industrial security.

Knowing that its main wealth is its human resource, the Algerian Electricity Production Company has always sought to continuously improve the capabilities and qualifications of this resource, because entering the era of economic competition requires providing more competencies, whether in the technical field or in the fields of management and administration. (foghievini, 1998, p. 47)

For this reason, the Foundation put all its efforts in continuous

training to keep pace with the development of professions, and to establish and ensure the development of administrative competencies for cadres, to prepare them for occupying senior positions, in order to be able to sponsor expansion projects and development of basic facilities, networks and the commercial aspect un general.

The training is guaranteed throughout the career path by means of customized training and enhancing qualification in external institutions, sometimes and rarely, or in its training centers affiliated with the institution, in Blida and Ain Melilla, which accommodate 400 seats in each of them, and provides technical trainings related to the professions of electricity and gas. The same applies to the training center in Ben Aknoun, which accommodates about 200 seats and it is specialized in training on management and administration systems that correspond to the procedures in force in the institution, such as internal laws and collective agreements for Sonelgaz group companies.

The human sources of the Algerian company in the field of training - the trainers - have fine experience, most of whom are the company's retirees. As for materially, the company relies on factories, workshops, laboratories, specialized halls and audio-visual equipment, which have helped in gaining a rich experience to invests in its human resources.

## **Second: Types of training:**

Looking at the training period and its quality, we find that the company has adopted as a strategy to train its workers, two types of training, so there are trainings that exceed nine months and sometimes a year, this type of training is called "FPS", i.e., dedicated vocational training. The other type is "Professional Recycle", which is often short-term, and takes about two weeks.

**Specialized Vocational Training:** FPS (Formation Professionnelle Spécialisée)

It is a process aimed at the worker gaining a professional qualification to occupy a specific job position. This training can be done on a continuous basis (closed internship) or intermittently, but what distinguishes it from the other type is that it is long-term process and its main goal is to enable the intern to integrate into the institution and his main objective is either: adapting the worker with the data of his new profession: that is represented in the new workers acquiring education and media activities with the aim of preparing them to occupy their jobs in the best conditions. Or promotional training: it is a qualified training that allows workers willing to change their professional specialization or to pass organizationally from one professional group to another to obtain the necessary knowledge and capabilities that correspond to the requirements of the target group, or in another concept that aims mainly to raise the level of knowledge of the profession. The duration of this training is more than 60 days.

**Recycling and professional improvement:** Perfectionnement Professionnel

It is a process that aims to permanently adapt the worker (continuity) in his work position, including the linguistic aspect (Arabic, French, English) to improve his efficiency and enable him to keep up with technical and technological developments in the field of management, this type of training differs from the first in terms of the short period (06 six days to 10 days). at most. (Sonelgaz Company; 2020).

**As for the field of training:** the types of training in the Algerian company for the production of electricity can be divided into two parts, considering the specialization or the field, not in terms of duration, as there are two main types:

**Technical field:** For the Institute “IFEG” there are several specializations such as training electricity production technicians,  
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electricity transmission technicians, distribution technicians, as well as training for professional adaptation in the following positions: professional adaptation for production engineers, mechanical and electrical intervention technicians, suffix technicians, Equipment and tuning technicians.

**Administrative field:** related to training human resources management cadres, heads of departments, and sometimes those charged with running projects of structuring and restructuring power plants, and training of workers 'delegates, and most of these formations are of an organizational-administrative nature such as training about organizational communication, training in the field of managing work meetings, solving work conflicts, Labor law and collective agreements in the company.

### **Third: The stages of training:**

#### **1- The stage of determining the training needs of the company:**

The company is currently committed to a strategy based on developing three-year forecast plans for training in order to determine its training needs, supported by an annual plan that is reviewed every six months. The affiliate branches convey its needs to the center which is that of Algiers, if these needs are approved, a scheme will be adopted in the following year.

#### **First: Determining the need for short-term training:** «Perfectionnement professionnel»

With regard to determining the training needs in the production units or at the level of the production departments such as the production section of Adrar - the subject of the study - it was found that these needs are determined through direct interviews with employees by the heads of their departments and by means of the so-called annual assessment worksheets

(Formulaire d'évaluation), which represents the first source for human resources managers, which contains four evaluations in a form of scores on performance that are conducted four times during the year, i.e. (every three months), this interview ends with filling out the right column for evaluating the worker's performance during the year, then evaluating the – tasks-, finally, filling out the column for proposed training by the employee and formations proposed

by the head of the department, but this type of needs determination is always related to the training I referred to earlier - the professional training

Second: As for determining the need for specialized training «Formation professionnel spécialisé», this depends on two main indicators:

-Annual recruitment plan and three-year strategic plan Le plan triennal et annual de besoin de recruitment Annual and triple retirement plan for the coming years depart definit here is an example of a three-way training chart:

**Table No. (01) three-profile formation model:**

<b>predictions 2016</b>	<b>predictions 2015</b>	<b>predictions 2014</b>	<b>Professional category</b>	<b>Type of training</b>
5	4	15	Cadre	Specialized professional training
1	1	18	Competent	
1	0	3	Executor	
<b>7</b>	<b>5</b>	<b>36</b>	<b>Initial total</b>	
14	15	14	Cadre	Recycle
31	34	29	Competent	
7	6	6	Executor	
<b>52</b>	<b>55</b>	<b>49</b>	<b>Final total</b>	

Through all of the above, we conclude that the company has very strong elements in the field of training its workers and cadres, and it also adopts modern methods in planning the training process, especially when it comes to the annual evaluation of employees and workers, which gives

the ability to identify the aspects of shortages in knowledge and skills and remedy this in the long run. as it is noted from the table, the company gives the opportunity to different categories of workers without exception.

## **2- The goal setting stage:**

As all institutions, the Algerian company sets the goal of achieving the plan. After defining its needs, it comes to setting its strategic goals, and in the first place, winning new bets and keeping up with technological change. At this stage, the company chooses the training topics and identify the individuals proposed to go for training according to the purpose of that. For example, the company has drawn up a plan for the establishment of new power plants, and this required finding engineers with professional experience and providing them with training topics in the field of project management «Management des projets ».

In general, the objectives of the Algerian company for the production of electricity are:

- Investing in its human resources before its material ones.
- Achieving the integration of its members into the institution as soon as possible, and this is by directing them early and immediately after their employment to training centers, especially if it comes to the category of cadres or qualified people.
- Giving workers a kind of flexibility in performing and mastering their jobs.
- Avoid professional mistakes, especially since the company works in two dangerous fields, electricity and gas
- Motivating workers through training and giving them an opportunity to improve and develop their skills
- Participation in the formative activities removes the obstacle of communication between the trainees, thus removes the obstacles of large and central institutions in making their decisions between their various levels (general directorates and production units).

- Adaptation of workers to new and updated systems
- Accompanying organizational change, especially when new positive laws or other changes are introduced.
- Preserving its human competencies by giving them more stability in their jobs, especially at a time when the company is known to be competing with the company "Sontrach", which is the first destination of workers of the Algerian company for the production of electricity.
- Solving organizational problems and searching for new solutions that help an organization to overcome the stage of entering into strikes and work stoppages, especially since the company belongs to a very sensitive economic sector.

### **3-Program development and implementation stage:**

At this particular stage, the production units write to the branch concerned with training to register their working members and give the final lists of the trainees along with the previously studied topics by the central administration of the production units. The registrations are every three months for the sake of updating lists and doing replacements or changing from a group to another. And even suggesting new individuals in case the IFEG branch approves the suggestions of the central administration.

The latter fully undertakes the training expenses of tools, means, trainers, accommodation and food. It also undertakes the development of the training content based of its field experience, in addition to the presence of its expert advisors, who are often individuals who retired from the same parent company Sonelgaz.

Therefore, the training in the Algerian company for the production of electricity from its beginning to the evaluation is the result of a double effort between the last-mentioned institution and the branch specialized in training and coordination is necessary between the two in order to reach the objectives that have positive consequences on the company specialized

in training and on the trainee, hence, a success for the company Sonelgaz as a whole. (IEFG Institute, 2016)

#### **4- Training evaluation stage:**

Through observation, we find that there are two different assessments in terms of form and content of the Algerian electricity production company as a whole and the production unit of Adrar, and since the policy of the latter is an integral part of the general policy in training at the electricity and gas production company, we will tackle the subject of assessment in general:

**First:** Evaluation of the training with regard to the institution:

This point in particular constitutes a major problem in the researcher's view so far, and if there is a superficial evaluation, the company lacks an objective evaluation of the formative process. The researcher assures the company's need to set modern and effective frameworks rather than the general superficial ones such as analyzing raise and reduction percentages in the training activity and comparing it with the plans that were developed in advance. If all the plans and the programs included have been achieved, then the issue is solved but if there is a defect in the application of the apparent plan, the percentage of effectiveness is low without taking into account the change in behavior or knowledge, although we do not deny the existence of evaluations but for individuals, not for the general goals of the company behind the training programs. This was noted regarding short-term training or the professional recycle.

**Second:** Evaluating the training regarding individuals:

The institution specialized in training conducts continuous assessments through tests that are placed for trainees at the end of each training unit. At the end of the training, the professional project prepared by the trainees is discussed, with regard to specialized vocational training (La formation professionnelle spécialisée).

Moving to the other type of training: "recycling" or La

perfectionnement professionnel

This evaluation has some difficulties that all institutions may suffer from, which is the issue of applying this evaluation on the ground. The objectives of the training are usually not achieved directly and at the speed we imagine. Therefore, the hot evaluation “l'évaluation à chaud” as the specialists call it remains insufficient but instead there should be a comprehensive assessment that takes into consideration the factor of time needed by the trainers to transfer the training inputs to the field of work, and in particular, management and managing skills

Which is one of the training branches in which training takes place till now without seeing any results, therefore it remains the responsibility of the managers to follow up and accompany the workers in their career path and wait for the results that may take a long time.

**The second axis: training and its importance in the studied company:**

The tools and methods of data collection differ according to the nature of the subject and its hypotheses. The researcher chooses the questionnaire to identify the workers' responses about the importance of training for human resource development. The following are the characteristics of the questionnaire and its axes.

**Questionnaire and its features:**

The scale is divided into two main dimensions that can be indicative of the role and impact of training in developing human resources skills. These two dimensions contain partial indicators that show to what extent training contributes to acquiring new skills. These two dimensions are:

- 1- Technical skills contained 10 paragraphs
- 2- Behavioral skills ten 10 paragraphs as well

Each of the dimensions helps identifying the role of training in relation to the partial skills that it includes, such as reducing mistakes which is a technical skill and through one of the training activities, change

can be made at the level of wrong behavior, and therefore indicators that fall under a specific type of skills and taken by the researcher, are used as dimensions for the purpose of finding the link between the characteristics of the training and its role in evolving those skills.

**Tool Validity Test:**

The validity of the tool is defined simply by the fact that the tool measures what it was designed to measure or the ability of the tool to measure what it was designed for. There are many ways to test validity and all means seek to prove the accuracy of the tool in measuring the subject. Another way is proving the validity of the content or the topic in which the researcher wants to measure, and this validity depends in its nature on the logical analysis of the field we want to measure, or in other words, the researcher analyzes the content of the field and then makes a comparison between the content of the tool and the field.

There is also another form called superficial validity that depends mainly on the judgment of experts or arbitrators and their experience in the subject, then there are other types such as correlative validity and it requires the presence of a test and then linking the results of the test with the results obtained.

As for the validity that the researcher relied on, it is the so-called statistical validity, which is obtained through the “SPSS” system, where we find a spreadsheet of paragraphs, each similar group of paragraphs in terms of correlation coefficients form a factor that can be included in the questionnaire. and the more factors means that there is no homogeneity and vice versa.

**Table No. (02) shows the correlation coefficient between the scores of each axis and the total number of the questionnaire items.**

Questionnaire	Axes	Pearson correlation coefficient
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It measures training and human resources development	The effect of training on the development of technical skills	**0.866
	The effect of training on group skills	**0.935

**Stability test:**

In calculating stability, the researcher relied on Cronbach’s alpha coefficient, corresponding to the fact that the questionnaire included 31 items to measure the role of training in human resource development, the data of the analysis using the “SPSS” program gave the results shown in the following table:

**Table No. (03) shows the result of calculating Cronbach's alpha coefficient**

Study variables	Number of items	Cronbach's alpha coefficient
The role of training process on developing technical skills	15 Q	0.716
The role of training on developing behavioral skills	15 Q	0.731
Total	30 Q	0.890

Based on the nature of the study, the hypotheses put forward, and the methodology used in the study, in order to achieve the objectives of the research and to analyze the data collected, the following were used:

1- Likert Scale: At the level of answers, the researcher used a five-fold Likert Scale that includes the options:

Strongly Disagree = 01, Disagree 02, Somewhat = 03, Agree =04, Strongly Agree = 05.

Then the range between the largest and smallest value of the scale’s degrees was calculated, i.e., 5-1, and then divided by the degrees of the

scale to get the correct cell length, i.e.,  $4/5 = 0.80$ , and then the  $e>e$  value was added to the lowest value in the scale, which is 01, in order to determine the upper limit for class  $0.8+1 = 1.8$  B> But you get the class lengths as follows:

**Table No. (04) shows the fields and their division according to the Leakerth scale**

Explanation	Field
Very poor level	from 1 to 1.8
Poor level	from 1.81 to 2.6
Average level	from 2.61 to 3.4
High level	from 3.41 to 4.2
Very high level	from 4.21 to 05

2- Calculating frequencies and percentages: to identify the main characteristics of the study sample and to determine the responses of its members towards the axes' statements.

3- Calculating the arithmetic mean and the weighted arithmetic average: to determine the change in the responses of individuals about the studied axes and its use in arranging the axes and determining the appropriate degree of approval.

Study community and sample:

The questionnaire was distributed in a simple random manner, which requires that all members of the study community be given the same opportunities to appear, taking into account the difference in gender and age. The form included some other characteristics such as the level of professional experience.

First: Characteristics of the sample by gender:

**Table No. (05) shows the distribution of the sample by gender**

Gender	repetitions	Percentage
Male	32	94,12%
Female	02	5,88%

Total	34	100%
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We note, then, from the table that 94.12% of the sample are males, compared to 5.88% of them females. This can be explained by the nature of the work required by the electricity production centers in the institution, most of which are fieldwork and require physical and intellectual effort that is incompatible with the physiological characteristics of women, as well as The nature of working hours and daily shifts for production workers, including night work, as this can be explained by the culture of society, As the man in this state is considered the first to bear the burdens of the home due to the nature of the conservative culture and the Islamic religion, although recently the entry of the female element into the field of administrative work has become inevitable and widespread, and this due to Globalization, on the other hand, it is noticeable through the daily life of this society that married women should be entrusted in particular with the affairs of the home and the upbringing of children.

For reference, the two female workers, one of them as an administrative assistant, and the other in charge of studies in the field of production, and therefore there was no objection to employing them within the institution.

As a third point, we find that females have a more inclination to serve in the field of education, at least when we talk about society in this state, and this is what is observed during their progression to pass the recruitment competitions of Education.

Third: Characteristics of the sample in terms of professional experience

It is very clear that professional experience plays a major role in the quality of performance, so we will try to identify the level of experience of individuals working in this organization through the following table:

**Table No. (06) Sample characteristics according to professional experience**

Professional experience	Repetitions	percentage
Less than a year	10	%29,41

01-10 years	16	%47,05
More than 10 years of experience	8	%23,52

According to the professional experience and the given ratio, we find that the majority of workers have an experience ranges between one year and ten years and this is due to the production novelty of Adrar state\_ as a branch of the steam turbine and gas turbine pole in the middle. Meaning that the majority of its workers employed after this stage, in line with the need for human resources in order to run, the electricity sector in Adrar whose consumption has increased. This category of workers represents 47.05%. As for workers whose experience exceeds ten years (10), as most of them work as master managers of gas turbines that producing electricity, which require great experience in the positions they occupy. While 29%of the workers, their experience less than a year(1) indicates that they were recently employed in the context of replacing retired workers, or they were directed to work in other centers far from the state headquarters as well as they were directed to other positions and assigned to tasks more responsible and more in need of expertise.

Forth: The characteristics of the sample in terms of educational level:

**Table (07) shows the distribution of the sample according to the educational level**

The educational level	Repetitions	The ratio
Primary level	0	0%
Intermediate level	0	0%
Secondary level	19	55.88%
University level	15	44.12%
Total	34	100%

**The results and their discussion:**

The first Hypothesis test: training has a key role in achieving the individual’s adaptation to the requi

**Table (08) rement of his work.**

The number	Paragraph	Strongly agree	agree	neutral	disagree	Strongly disagree	Total	Arithmetic sum
1	Training during working hours leads to the exploitation of working hours	25	2	2	4	1	34	4.35
2	Training helps in developing performance skills	24	8	1	1	0	34	1.44
3	Training enables accuracy and proficiency in performing tasks	15	1 1	4	2	2	34	4.08
4	Training achieves an individual’s ability to speed up achievement	18	1 0	3	1	2	34	4.20
5	Training contributes to covering the weaknesses facing the worker	17	5	6	6	0	34	3.97
6	Training improves the productivity of the individual’s work	19	8	0	4	3	34	4.05
7	Training the worker contributes to reducing professional errors	21	7	2	3	1	34	4.29
8	Training helps reduce work accidents	22	7	3	1	1	34	4.41
9	Training provides the worker with flexibility in performing his duties	20	7	4	2	1	34	4.26
10	Training helps in enhancing the confidence of the worker to make his decisions regarding the tasks assigned to him	23	4	0	6	1	34	4.23
Overall average								3.92

Therefore, the general average of the impact of training and its role in developing the technical skills of employees within the institution was

3.92 and this extracted from the average sum. The role of training in changing the technical and partial skills included in the seven paragraphs, which are indicators of the technical skills that required for the performance of the working individual and according to the above levels of influence during our explanation of how to translate the scale degrees falls in the following field:

[4.2-3.4] means that it has a relatively high impact compared to the results of the survey, which confirms the primary role of training and the training policy on which the institution in general depends.

Training, as specialists say, is an investment in the human resource, although logic requires that it cost large sums of money in financial terms; and according to the accounting system spent in this framework, the money is output, not input.

According to the percentage obtained, training should be taken as a tool to avoid and reducing work accidents that cost the worker and the institution alike serious damage as the majority of workers consider it as necessity especially the technical field in view of Electricity and Gas Production Company in Adrar. The response rate reached a percentage that falls in the field [4.2 – 5] that is 4.41, from which; we can say that the effect is very high in addition there is a good awareness among workers about the role of training in reducing work accidents.

With regard to the exploitation of working hours, training employees especially managers in the field of time management are a strategy where the institution aims to reduce wasted time. The reason is that these institutions are of productive nature. As we find that working hours are a very important variable that must be controlled before we look for the individual's profitability, although the lost working hours according to the monthly statistical tables of the institution are a very large percentage, it may be due to the professional pressure factor that characterizes the institutions and branches of the company Sonelgaz.

We also find that the effect that training plays in reducing

professional errors through the answers of the research sample falls in the field [5.2 – 5], a very high impact, with a ratio of 4.29, and this explains that the worker when he is employed faces difficulty in anticipating the errors that he may fall into. Initially it based on trial and error in principle, or the so-called trial and error method in behavioral psychology.

When the worker finds himself in front of a new situation or a new problem, he has to make a decision about it. A kind of confusion may happen to him, which is normal, of course, as a human being. However, what we must know is that sometimes the mistake has cost a heavy price on material and moral level. Some of the mistakes that occur in the organization if we want to investigate the reality of living in the Algerian company for the production of electricity and gas, Adrar department, which feeds more than 11 circuits that can lead to heavy losses. For example, stopping one of the engines producing electricity, especially in summer, is a catastrophic matter.

The institution relies on shift work and therefore must train these workers in a special and intensive training that may reduce the high costs that Sonelgaz Corporation loses. As the establishments and branches of electricity production are in front of line of this company, and accordingly, the impact will be great in the event of any danger of stopping or reversing the production of electricity.

The importance of training in skills development comes, then its role in achieving adaptation for the worker to the position. If we find the institution doing the training immediately after employment as a first stage in the worker's path, whether in the technical or administrative field, so we find that the sample realized the importance of training in order to be able to perform the tasks assigned for the worker. Especially since the field training, unfortunately, has become far from the theoretical training that the worker receives in his scientific path in educational institutions, or at least it is entirely theoretical. The impact ratio reached an average of 4.26, which we expressed as flexibility in performance that is a very high

impact.

Hence, we can say that there is an implicit answer to the problem posed, whether the scientific training is sufficient to integrate the worker into the work environment and within the institution.

With regard to the impact of training on decision-making for the employees of the institution, it is of great importance, especially if it comes to decisions that require a change in the way of exploiting production mechanisms and the production process, and carrying out electrical mechanical interventions or periodic maintenance operations on the engines. Moreover, even if this decision-making does not concern all workers of the running group only and heads of interests. Perhaps this explains to us the presence of this level of training influence in the fourth rank, with ratio of 4.23, which is a very high effect. In other words, it is a percentage with a statistical significance on the importance of training in facing field challenges in front of technical managers, the production scheme and the interests of exploitation as a whole.

Whatever the case, making decisions is not an easy matter when it comes to the central management of such departments, which organizationally affiliates to centers hundreds of kilometers away, such as a production department of Adrar where the study happened and we previously mentioned. This later is structurally associated with the production unit of Tiaret and gas and steam turbines pole in Algiers, because the central administrations often find it difficult to understand the nature of the problem as well as finding a solution to them, especially at the technical and executive levels alike.

When we turn to the extent to which training affects an individual's profitability, which has an impact rate of 4.5 "very high effect". As well, the possible explanation is that workers have become aware that an individual's profitability does not depend only on the training workers alone, even if the training has its importance according to what is given in front of us in this result, but there is a very basic factor on which the

individual’s profitability can depend. It is the factor of desire or motivation. Even though the formation represents part of the incentives that we must realize well.

With regard to the effect of training and its role in accelerating performance as well as its mastery, we find a close ratio between two items. First, in the average worker’s answers to this item, as the general average of the responses to the item “training achieves the individual’s ability to speed up achievement” 4.20, which has a high effect. Secondly, in meeting the need for ability to mastery, the average reached 4.08 with a factor of “medium impact. Training in any field saves the worker the hardship of searching for how to perform his daily activity. Usually, the electricity and gas production company during the first training period that exceeds eight months do what is called catering within the work environment for most of the positions. Where the trainee performs his activities required to him in the future, but as a stalker, not as an official then begins work during this period. As a result, trainee will have a kind of flexibility after holding him the responsibility for working in the position in which he received the training, and thus a guarantee of speed in production and proficiency as well.

**Second: the role of training at the level of individual and collective behavioral skills Table (09):**

Number	Paragraph	Strongly agree	agree	neutral	disagree	Strongly disagree	total	Arithmetic sum
11	Training programs have a role in strengthening the relationship between employees in the institution	17	3	8	4	2	34	3.85
12	Training programs contribute to exchange of experiences among workers	20	9	3	2	0	34	4.38
13	Training has a role in solving organizational problems	11	5	8	6	4	34	3.38

14	Training can rise the morale for workers	15	2	11	4	2	34	3.70
15	Training has a role in spreading culture of teamwork among employees	20	4	3	6	1	34	4.05
16	There is a compatibility between the goal of the formative processes and the cognitive needs of individuals	14	5	12	3	0	34	3.88
17	The training programs regulated by the institution contain topics that improve the employee's experience	22	5	3	4	0	34	4.32
18	The time schedule is appropriate and sufficient for the training program set by the institution and achieves the objectives	5	2	7	15	5	34	2.61
19	The worker benefits from training in a timely manner	7	4	4	14	5	34	2.82
20	Training contributes to providing more stability for workers	17	5	3	5	4	34	3.67
<b>Overall average</b>		<b>148</b>	<b>44</b>	<b>62</b>	<b>63</b>	<b>23</b>	<b>34</b>	<b>3.66</b>

Hence, the product of the general average of the relationship of training with the development of the behavioral and collective skills of individuals falls in the field of [3.4- 4.2], meaning that it has a relatively high effect as well. It is noticeable that the training affects more on the personal experience of the worker during work also in the exchange of experiences and this what appears through the average of items number 12 and 17 to more than 4 degrees, which nearly a full degree of 5 according to the statistical interpretation. While the training contribution to the exchange of experiences between the institution's members is one of the most important goals that workers wait through training and re-cycling. This is an essential role for training; especially since the company has its own institution specialized in training in the field of electricity and gas, distributed over three states only, namely Blida, Algiers and Ain- Mlilla.

This bias in the place of training made these centers primarily

national, as there are workers and stalkers from different regions of the country and from the various branches of the mother company Sonelgaz, which gives enrichment in the process of exchanging experiences. These formations are similar to the residential formations in institutes, so to speak, which generates great friction between experienced workers from the old and the newly hired workers. In addition to the fact that the training supervisors are retirees of the company's institutions, so that we find that, the institution draws up a strategy that requires transferring experience to new workers by merging the two methods. Thus, the research sample noticed a very noticeable effect of this particular factor of formation factors to the extent that some of the Employees prefer to go to training in order to gain experience from experts and colleagues at work.

Because the executive body of the institution, the production department of Adrar, is the technical department, the experience of its employees is in constant need of updating and revamping, for this, the worker considers training as the most successful way to renew his information and daily experiences. The answer to this item 'the contribution of training to improving experiences reached an average of 4.32, meaning they voted for the "Very high" effect; therefore, it statistically indicates the role of this basic dimension of training.

As the dissemination of a culture of teamwork is one of the goals of training, as it would facilitate integration within work groups. In many cases, daily interventions in the field of exploitation and production management require the formation of work teams through which workers intervene as groups in the company. Hence, among the basic roles that the training is supposed to be performed by raising the spirit of teamwork and eliminating the barriers that exist between superiors and subordinates or between those responsible and those responsible for them. It is worth mentioning that the institution always tries to make training groups they are the same work groups in the future. So that, the training has a dual role, which is to provide new information and technical skills and change usual

behaviors such as neutrality, autism and difficulty Integration into the dynamism and collective spirit and finally that can achieve a profitability.

With regard to achieving compatibility between the goals of the formative processes and meeting the need for knowledge, the percentage of importance they had for this particular item was 8.88. The training that the institution carried out is within the framework of work and is mainly related to the tasks assigned to them. However, what explains why it is not considered of such great importance in view of the value obtained is that most workers at the beginning of their formation and considering the recentness of their employment do not see that the training materials have anything to do with their positions. Because they did not start their work or bear responsibility for their performance. Especially if it comes to the category of running tires, but with the passage of time the worker feels by responsibility and he needs to be reconfigured in a certain field, although he was in it previously. Nevertheless, he did not realize its importance on the one hand, or because he encountered problems that he did not imagine at the beginning of the matter. Frankly, we can consider this one of the negatives of the initial

formation, which comes immediately after employment despite the presence of many advantages to it, which is what is practiced in particular in all branches of the Electricity and Gas Production Company, similar to Department for Electricity Production in Adrar.

The role of training in strengthening relationships between individuals in the view of the sample members, which is supposed to represent the original community, has an important role because individuals live the same conditions during formation contribute to strengthening those ties implicitly. Although this is not noticed until after long periods have passed and the significance of that has reached statistically, the ratio 3.85, meaning that the field is [3.4 -4.2], that is to say "high impact", of course. We have already mentioned that the training centers are located nationally through three national branches in Algiers,

Ain Melilla, and finally Blida, each one with its own competence. Management is in Algiers while the technical field is in Blida and Ain Melilla.

Among the most important items that took the sample's attention, and which many agreed to be necessary, were the effect of training in raising the morale of the team, as well as its role in achieving more stability for the worker in his position. This is mainly because when the worker receives training in the practical field of his position and does not look for another position or for another institution. As this training motivates him to develop the spirit of belonging to the institution and to the team he works with and to increase the so-called psychological contract over time with the institution, especially if the training continues in the entire professional path. Among what the company is seeking now is to establish a so-called preparatory training for retirement, which targets the category that will be referred to retirement, which leaves a good impact. For that reason, this category also seeks to preserve it in order to train the younger generation. This targeted strategy counts for Sonelgaz, as a leading company in the field of training at the national level, of course.

It was also noted through the answers of the sample members that training contributes to solving the organizational problems of the organization 3.38 within an explanatory field between [3.4 -4.2] meaning a rather high impact. By posing problems to the components or to co-workers who have previously gone through organizational and professional situations a precedent, we find that the training programs and their contents are from the data of the internal environment of the Sonelgaz Foundation therefore the training is a realistic case study - a method of training. The workers in the training centers formulate them and analyze their contents then deduce solutions according to the laws stipulated in the institution's bylaws, especially in the field of resource management. Therefore, the role of training in this field should be taken into consideration and given a greater importance by the programmers and planners of training

programs and study days, which is the IFAG Foundation. In which we have already mentioned is the one responsible for everything related to the training of the workers of the Algerian company Sonelgaz.

## CONCLUSION

As a general conclusion, like any academic research, we must conclude with a set of recommendations and suggestions in order to be able to say that a modest and very modest research can bear benefits so that we do not say that it necessarily will bear fruit and we hope that it will.

The basis for the success of the institutions as a whole and the Algerian company for the production of electricity in the first place depends on the full and complete care of the training plans from the beginning - determining the training needs - until its end - evaluating the training process. As we note that, the studied institution has great potential for developing training services, especially since it has a special institute for that. However, it needs more evaluation of the effectiveness of the training received by its members and following up on the progress of the training processes, especially for the production department in Adrar, due to the geographical distance from the training centers. In addition, among the recommendations that can be made for the institution, it is preferable to bring training centers closer or to establish training centers that are closer than the companies specialized in the production of electricity in order for the trainers to apply the interventions and carry out the work and tasks that they received theoretically. Human resource development includes developing the capabilities of individuals by investing in training and then benefiting from these capabilities in increasing the company's production and the performance of its members. Based on the results, the company has to know that its members have a desire for training, and in order to achieve the goals of training, it is necessary to leave the field for workers to suggest the trainings they wish to practice in addition to

motivating them to do so and providing all the means needed by the trainees and trainers as well.

Despite all this, the institution should develop a special strategy to benefit from its retired staff in the field of training new employees and following them up in their career path, which seems absent relatively in some institutions.

Whatever the case, training is a guaranteed right for the worker in man-made laws and Law (11-90), but institutions must not exercise it within the framework of legal pressure, but rather practice it as a human process in all the meaning of the word. A material contract in which the two parties agree to regulatory conditions, and sometimes even a deterrent to the worker rather than a regulatory one in which the worker sees that he is indirectly compelled to abide by them, even temporarily, before he finds another opportunity to work.

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