

**EFFECT OF THE TRAINING STRATEGY ON THE
PERFORMANCE OF WORKERS IN PETROLEUM
INSTITUTIONS. FIELD STUDY OF NATIONAL
INSTITUTE OF WELLES SERVICES -ENSP**

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SUMMARY

The study aims at identifying the contribution of the training strategy in improving the performance of workers in petroleum institutions in general and the National Institute for wells services in particular as the latter is the field of study by addressing two main axes. The first axis includes the conceptual framework of the training strategy and the performance of the workers (general concepts) and the second axis was devoted to address the reality of the training strategy of the national institution of wells services.

The most important results of the study, and through the interview conducted with the human resources department, shows that the institution is always seeking to develop a training strategy according to its projects and investments and future goals, and the institution did not fall into the problem of the need for human resources when acquiring new mechanisms or starting a new activity, With regard to the identification of training needs, the institution seeks to give them great importance and is able to identify them accurately, through the control of the performance of the worker, as well as through a comparison between the capabilities and skills of the current staff and the requirements of the job to be implemented;

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KEYWORDS

Strategy, training, performance of employees, petroleum companies, ensp.

JEL CLASSIFICATION: D2, L8, M53.

أثر استراتيجية التدريب في تحسين اداء العاملين في المؤسسات البترولية - دراسة
حالة المؤسسة الوطنية لخدمات الابار. ENSP.

ملخص:

تهدف الدراسة إلى التعرف على مدى مساهمة استراتيجية التدريب في تحسين أداء العاملين في المؤسسات البترولية بصفة عامة، والمؤسسة الوطنية لخدمات الابار بصفة خاصة باعتبار هذه الأخير هي محل الدراسة الميدانية، وذلك من خلال التطرق الى محورين أساسين ،حيث يشمل المحور الاول الإطار النظري لاستراتيجية التدريب وأداء العاملين (مفاهيم عامة) والمحور الثاني خصص للتطرق إلى واقع استراتيجية التدريب بالمؤسسة الوطنية لخدمات الابار ENSP.

توصلت أهم نتائج الدراسة ومن خلال المقابلة التي تم إجرائها مع مسير مصلحة الموارد البشرية أن المؤسسة تسعى دائما لوضع استراتيجية تدريبية وفق مشاريعها واستثماراتها وأهدافها المستقبلية، كما أن المؤسسة لم تقع في إشكالية الاحتياج للموارد البشرية عند اقتناءها لآليات جديدة أو الانطلاق في نشاط جديد، أما بخصوص تحديد الاحتياجات التدريبية فإن المؤسسة تسعى إلى إعطائها أهمية كبيرة وهي قادرة على تحديدها بدقة، وذلك من خلال الرقابة على أداء العامل وكذلك من خلال المقارنة بين القدرات والمهارات الحالية للعاملين ومتطلبات الوظيفة المراد تنفيذها؛

كلمات مفتاحية:

استراتيجية، تدريب، أداء العاملين، مؤسسات بترولية، ENSP.

تصنيف جل: D2,L8 ,M53

IMPACT DE LA STRATÉGIE DE FORMATION SUR L'AMÉLIORATION DE LA PERFORMANCE DES EMPLOYÉS DANS LES INSTITUTIONS PÉTROLIÈRES

ÉTUDE DE CAS DE L'ENTREPRISE NATIONALE DE SERVICES AUX PUIITS - ENSP

RÉSUMÉ

L'étude vise à déterminer la contribution de la stratégie de formation à l'amélioration de la performance des employés des institutions pétrolières en général, et de l'Entreprise Nationale de Services aux Puits en particulier, car cette dernière fait l'objet d'une étude de terrain, en abordant deux axes principaux. Le premier axe comprend le cadre théorique de la stratégie de formation et la performance des employés (concepts généraux) et le second est consacré à la réalité de la stratégie de formation de l'Entreprise Nationale de Services aux Puits ENSP.

Les résultats les plus importants de l'étude et à travers l'entretien menée avec le directeur du département des ressources humaines ont permis de conclure que l'entreprise cherche toujours à développer une stratégie de formation en fonction de ses projets, à ses investissements et à ses objectifs futurs, et que l'entreprise n'est pas tombé dans le problème du besoin de ressources humaines lors de l'acquisition de nouveaux mécanismes ou du démarrage d'une nouvelle activité. En ce qui concerne l'identification des besoins de formation, l'entreprise cherche à leur donner une grande importance et est en mesure de le déterminer avec précision, en maîtrisant le rendement d'employé

ainsi qu'en comparant entre les capacités et les compétences actuelles des employés et les exigences professionnelles à mettre en œuvre;

MOTS-CLÉS :

Stratégie, Formation, Performance des employés, Entreprises pétrolières, ENSP.

JEL CLASSIFICATION: D2, L8, M53.

INTRODUCTION

In light of the changing and accelerating changes faced by all institutions of different types and forms, the effectiveness of performance in economic institutions is no longer dependent solely on their resources and resources, whether physical, technical, financial, human and organizational, but the organizational effectiveness is determined mainly by the ability of enterprises to maximize the use of resources. And the various possibilities in general, and human resources in particular.

Economic institutions that wish to survive must strive to achieve competitive advantages. One of the most important areas in which the institution can achieve a competitive advantage is its human resources, which are considered to be the most important resources of the institution. It is the source of every success if it is managed well. . Therefore, the traditional management of human resources is no longer acceptable or sufficient to achieve competitive advantage in the light of the rapid changes and challenges facing the institution, but it is imperative for the institution to run its human resources, which has become a strategic resource in a strategic perspective.

The institutional recognition of the importance of transformations and adaptation requirements has increased the strategic focus on human resources management systems as one of the most important functions of the organization affected by these changes, as it is responsible for the various activities associated with resources available to the institution ; to ensure positive adaptation of the institution, contribute to reinforcing the strengths of the institution, minimize its weaknesses, contribute to the exploitation of

environmental opportunities, and reduce the risk of potential threats.

The strategic management of human resources is a system designed to achieve effective investment and development of human resources in order to improve the human resources performance of the institution; the need for an effective corporate human resources strategy has recently increased; so that it has more knowledge, skill, capacity, efficiency and commitment; Through the development and training of human resources in accordance with a clear strategy.

From this point of view, we can highlight the problematic aspects of the study, namely:

To what extent can the training strategy contribute to improving the performance of employees in petroleum institutions? What is the impact of this strategy on the National Wells Services Corporation?

Structure of the study: In order to address the subject under study, it is divided into two main axes:

1. the first axis: the theoretical framework of the training strategy and performance of employees;
2. The second axis: the reality of the strategy of training and performance of staff in the National Institute of wells services ENSP.

AXIS: THE THEORETICAL FRAMEWORK OF THE TRAINING STRATEGY AND PERFORMANCE OF EMPLOYEES

The subject of human resources training strategy is of utmost importance to all institutions of all kinds and forms, in order to consider the human resource as one of the most important resources that contribute to the success of any institution by building the skill and efficiency of individuals and change their knowledge and increase their information. All institutions are working on the success of their training strategy by providing many financial, human and financial resources.

1- THE FIRST REQUIREMENT: WHAT IS THE STRATEGY AND TRAINING?

We outline the definition of strategy and training as follows:

1-1- Definition of strategy

Strategy is a term derived from the Greek word (strategos) and consists of two stratus, which means the army and egos, which means the art of leadership and therefore means the art of army leadership (Bussenault, 1999).

The term strategy is used in different disciplines without the original use of the term in its military context. It has been used in the field of business to denote the art of management and leadership. This is due to the change in the business environment and its transformation from a stable business environment to a rapidly changing and highly competitive environment. Economic units develop comprehensive plans to face fierce competition from other economic units (Faraj, 2006). The following are the main definitions of the strategy:

-The first definition: "is to identify the long-term fundamental goals of the Organization, and to adopt ways of disposing and allocating the resources necessary to achieve the goals." (Chandler, 1992)

- The second definition: "is a set plan, which defines contexts and means of behavior, it is a maneuver to circumvent competitors, The model is interconnected parts through the adopted behavior to reach the goal of the institution.

A stable position or position in the environment, and in the end it is an intellectual perspective that gives the ability to see and perceive things according to their proper relationship. (Foghievini, 1998)

Through the previous identification, we conclude that the strategy is a vision of the future status of the institution in the environment in which it belongs, through the optimal utilization of resources, especially the rare ones and knowledge in order to achieve the planned goals.

1-2- Definition of training

Training is one of the most important methods in the field of developing the efficiency of workers in various fields and in all institutions of all kinds. No matter how hard we choose individuals,

they need to raise their scientific and technical skills and provide them with new skills and information that will increase their ability to perform their current and future careers. The following are the main definitions of training:

- *The first definition is* "to motivate and retain employees, which is an opportunity to continue growth and development. The aim is to identify the skills that the employee holds and exploit them in the service of the organization." (field, 2008)

- *The second definition:* "is one of the means accompanying the employee or the team at a specific time,-and aims to develop the capabilities and skills carried by employees." (Duchamp, 2013)

Through the previous two sessions, we conclude that training is a basic process that ensures the acquisition of specific skills, concepts and knowledge bases in specific areas. This aims to increase the abilities and skills of employees to perform their current and future functions in a good way.

1-3- Steps to prepare the training strategy

The process of preparing the training strategy is in the following stages:

- Analysis of the strategy of the institution and its objectives, tasks and policies; (Abu-Dawla, 2004.)

- Analysis and study of the internal environment of the institution in terms of the current status of the institution, the rate of turnover and efficiency of the workforce;

- Analysis and study of the external environment of the institution in terms of economic conditions and trends, technological development, demographic factors, governmental systems and competition;

- Preparing and formulating the training strategy and its policies, programs and budgets in a way that contributes to the integration with the organization's strategy;

-. Review the strategic plan for training when changes occur in the internal and external environment of the institution.

The training strategy contributes to the skills of individuals with creative abilities, as well as to identify the needs of the organization of

the skills and behaviors of knowledge required in terms of number and quantity and commensurate with the strategic aspirations of the institution.

2- THE SECOND REQUIREMENT: THE CONCEPT OF PERFORMANCE AND ITS TYPES

2-1- Concept of performance:

There are several definitions of performance, the most important of which:

- The *performance* is "how the productive unit uses its material and human resources to achieve the specified objectives". (Mohawdeh, 2001)
- -The *performance* is: " the ability of the institution to achieve its long-term goals of continuing its activity and stay in its market in light of the intensification of competition." (Sheikh, 2009)
- The *performance* is "the degree or proportion of the objectives achieved by the institution." (Shawki, 2008)

Through the aforementioned definitions, we find that the performance has related terms, namely:

Efficiency: It represents the optimal use of resources, calculated in a pro manner; (Yahyaoui, 2007)

$$\text{Efficiency} = \text{Results achieved} / \text{Resources used} = \text{Outputs} / \text{Inputs}$$

Effectiveness: the extent of achieving the objectives of the institution, calculated in the manner of pro;

$$\text{Effectiveness} = \text{Achieved Results} / \text{Regulated Goals}$$

Performance is equal to: $\text{Performance} = \text{Efficiency} \times \text{Effectiveness}$

- Productivity: It is the ratio between sales or net profits (outputs) and the costs used for a particular sector of business activity, calculated in a pro way. (Gharbawi, 2007)

$$\text{Productivity} = \text{Efficiency} + \text{Effectiveness}$$

Types of performance: Performance is classified according to certain criteria, which are shown in the following table:

Table 1: Types of performance according to certain criteria

According to the source standard	According to the standard of inclusiveness	According to the function criterion
<p>1. Internal performance: performance resulting from the various partial performance of the performance of human resources in the institution and technical performance related to the investment side, financial performance of the financial possibilities used;</p>	<p>1. Overall performance: This is reflected in the achievements that all the subsidiary functions of the institution contributed to achieving, without exception, a part or component of their achievement;</p>	<p>1. Performance of financial function: represented in The ability of the institution to achieve financial balance and build an effective financial structure in addition to achieving profitability and maximizing return on investment;</p>
<p>2. External performance: The performance resulting from changes that occur in the outside perimeter of the enterprise.</p>	<p>2. Partial performance: which is achieved on The level of enterprise subsystems and core functions.</p>	<p>2. Performance of production function: When is achieved The organization achieves high productivity compared to other institutions, such as producing high quality products at lower costs, reducing delays due to machine downtime or delays in meeting orders;</p>
		<p>3. Performance of the personnel function: the supplier is considered Human is the essence of the performance of any time function during which other resources are mobilized and routed to allow the achievement of the objectives of the institution, whatever their position or level of</p>

employment.

4. Performance of marketing function (marketing performance): is determined

This performance is through a set of indicators related to the marketing function including sales volume, market share, customer satisfaction ..., and will be subjected to this performance in detail in the next branch.

Source: Prepared by the researchers based on (Solaimani, 2007)

3- THIRD REQUIREMENT: THE STRATEGIC RELATIONSHIP OF TRAINING TO THE PERFORMANCE OF EMPLOYEES

Human resources management is an integrated management consisting of specialized functions that relate to each other, and that a specific policy of individuals depends on their success on the other policies of the individuals and their consistency, association and overlap. Therefore, performance evaluation is a review or follow-up of the rest of the policies of individuals. During which the success of the selection policy because the evaluation reveals whether the right person is charged with the job that agrees to his tendencies and corresponds to his abilities and suit his qualifications and in line with the level of ambition. The Department can also determine the integrity of the tests it performs for employees, whether they demonstrate their abilities and provide sufficient information on their progress in their careers, their level of success, the level of training they can provide, and whether they are sufficient to develop their skills, And to strengthen the relationships between them and other staff as evidenced by the ability of supervisors to lead their subordinates and their guidance, especially if the evaluation process includes a mutual assessment between supervisors and their supervisors, this highlights the effectiveness of the exponent and whether there are strengths or

shortcomings. The administration also finds out whether the hoax system is appropriate and encouraging for the needs of individuals, or whether there is a shortage so that employees are not paid for the effort required. (Aishi, 2006).

Figure 1: Relationship of human resources management functions including training and performance evaluation process

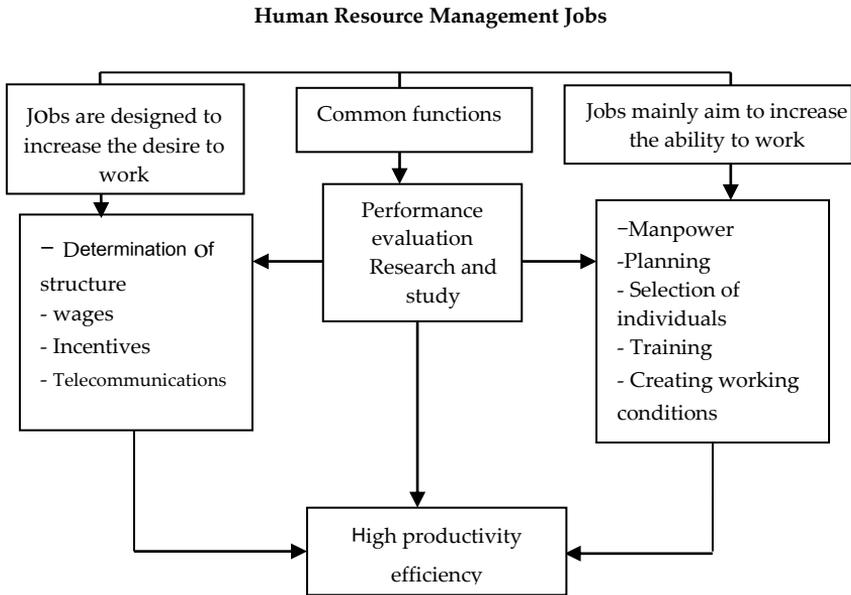


Figure 1, training is a necessary activity of the institutions and takes great care, through which individuals are provided with information, skills and behavior to achieve the strategy of the institution especially as it operates in a very changing environment and the constant thing is change, forcing institutions to create consensus. Among these developments in the environment and the skills and behavior of its members, which is obliged to be interested in research on the appropriate training programs and the selection of trainers and appropriate trainees- and choose the best way to teach these new skills. (Khamili, 2014)

The impact of training on the performance of employees is shown by:

1. Raise and improve the quality of staff performance;
2. The creation of new behaviors in individuals corresponding to the strategy of the institution;
3. Strengthening the morale of individuals;
4. Strengthen human relations among individuals and rationalize their guidance;
5. Develop a sense of organizational loyalty;
6. Reduce rates of absenteeism and turnover;
7. Provide work methods of research and creativity;
8. Contribute to knowledge management within the organization.
9. The second axis: the reality of the training strategy and the performance of the staff of the National Institute of wells Services ENSP

The petroleum institutions give great importance to the training strategy and constantly train their workers in order to increase their capacity and help them adapt to the environment of the institution or its environment. In this context, we seek to address the reality of the training strategy and its role in improving the performance of the employees of the institution under study.

4- THE FOURTH REQUIREMENT: TO PROVIDE THE NATIONAL INSTITUTION OF WELLS SERVICES ENSP.

The National Corporation for Well Services is one of the most important strategic branches of the Sonatrach company. It was established on 01 August 1981 in the context of the announcement of the restructuring of the hydrocarbons sector and petrochemical industries in Algeria. It is specialized in providing a wide range of services related to oil field discovery and exploitation , And also to intervene in the inspection and maintenance of oil and gas wells, as well as maintenance of oil tankers. The following table shows the technical card of the National Institute of Well Services (ENSP)

Table 2: Technical card of the National Establishment for Well Services (ENSP)

Company name	National Corporation for Well Services, E.N.S.P /
Parent Institution	Sonatrach
Legal form	An economic institution of a service nature
Social capital	A company with shares with a social capital of 8000.000.000 dj, equivalent to 80.0000 shares
Number of Workers	More than 2,500 workers
Commercial Registration No	99B0122445 dated 12/07/2009
Tax Number	099930012254543
Address and headquarters of the institution	Industrial Area, PO Box 83 Hassi Masoud, 30500 Ouargla Governorate
The most important competitors	Shlumberger, Halliburton, Expro Group

Source: Prepared by researchers based on ENSP documents

The second requirement: the importance of the training strategy in improving the performance of employees

We present the measurement indicators of the training strategy and the performance of the staff of the National Institute of Wells Services (ENSP) during the ten-year period (2006-2015), as well as the analysis of the data and data of the institution under study on the training strategy and its importance in improving the performance of employees. The indicators of the strategy of training the human resource (number of workers, number of trainees, training costs, training budget and mass wages), and the employee performance index are (worker productivity).

5- TRAINING STRATEGY INDICATORS:

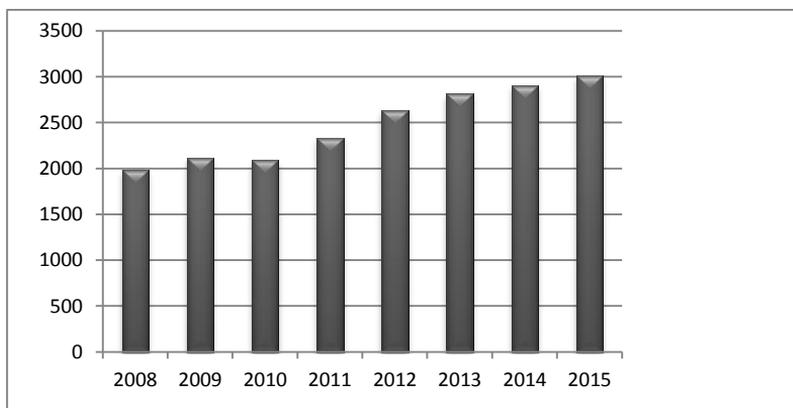
5.1- The development of the number of workers in the National Establishment for Well Services (ENSP):

Table 3: Development of the number of workers during the period 2008-2015

the years	Module: Factor							
	2008	2009	2010	2011	2012	2013	2014	2015
Number of Workers	1983	2120	2087	2323	2623	2814	2907	3010
%	/	7	-2	12	13	7	3	4

Source: Prepared by researchers based on ENSP documents

Figure 2: The number of workers during the period 2008-2015



Source: Prepared by researchers based on ENSP documents

We see from the table and the figure above that the institution has witnessed a fluctuation in the number of workers. The years 2008 and 2009 witnessed a growth in employment levels estimated at about 7%, followed immediately after 2010 by a decrease of 2%, despite the high price of oil in that year, About \$ 98 a barrel.

As for 2011, growth of 12% was due to the increase in employment rates despite the large number of workers available to it. This increase was due to the high price of oil, which reached \$ 112 a barrel in that year, which provides

large amounts of money And the ability to pay the dues of new workers, as well as the high unemployment rate in the region.

Next year 2012, 2013, 2014 and 2015 will witness a decline in employment levels, due to the low oil prices.

5.2- The development of the number of trainees in the national institution of wells services ENSP:

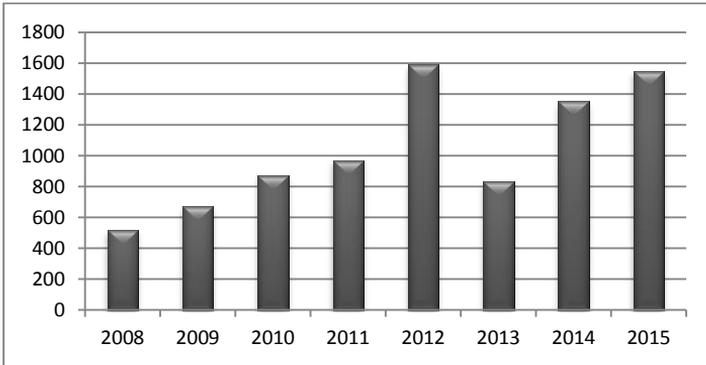
Table 4: Development of the number of trainees during the period 2008-2015

Unit: Trainee worker

the years	2008	2009	2010	2011	2012	2013	2014	2015
Number of Workers	1983	2120	2087	2323	2623	2814	2907	3010
Number of trainees	520	675	871	970	1592	833	1356	1550
Percentage of trainees%	26	32	41.7	41.7	60.6	29.6	46.6	51.4

Source: Prepared by researchers based on ENSP documents

Figure 3: Evolution of the number of trainees during the period 2008-2015



Source: Prepared by researchers based on ENSP documents

The organization has witnessed a rise in the proportion of trainees during the eight years (study period), where the institution recorded the highest percentage in 2012 and 2015 estimated at 60% and 51%, respectively, where we find that most of these exercises were for the rationing Their training focused on modern technology and means of prevention and safety from accidents.

5.3- Training costs at ENSP:

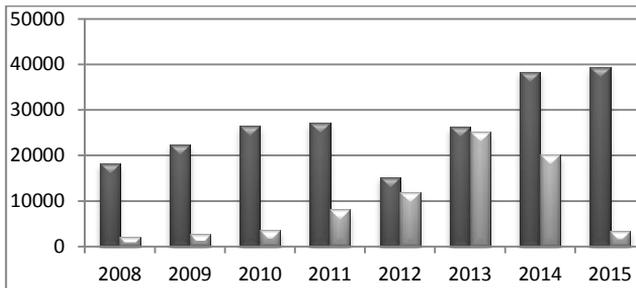
Table 5. Shows the evolution of training costs during the period 2008-2015 Unit: One million Algerian dinars

the years	Training budget (Target)	Training costs (The investigator)	Goal Achievement%
2008	182375	21349	12
2009	222841	26345	12
2010	263864	35147	13
2011	271485	81193	30
2012	151926	118978	78
2013	261846	250567	96
2014	383344	201745	53
2015	392373	33436	9

Source: Prepared by researchers based on ENSP documents

In the above table and figure, the Corporation did not achieve the budget 100% during the last eight years 2008-2015, where the institution achieved the highest rate in 2013 by 96%, and we note that the institution recorded the weakest result in 2015 by 9% due to the abandonment of the institution For foreign professors.

Figure 4: Evolution of training costs during 2008-2015



Source: Prepared by researchers based on ENSP documents

Aggregates and works number in the National Corporation for Well Services (ENSP)

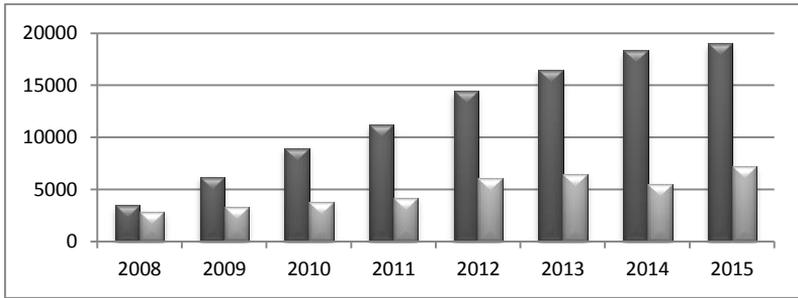
Table 6: Evolution of the wage mass and the number of works during the period 2008-2015

Unit: One million Algerian dinars

the years	2008	2009	2010	2011	2012	2013	2014	2015
Labor mass	2853	3315	3740	4146	6018	6428	5527	7182
Business Number	3449	6205	8960	11189	14469	16504	18367	19001
Labor mass / business number	82	%53	%41	%37	%41	%39	%30	%37

Source: Prepared by researchers based on ENSP documents

Figure 5: Evolution of the number of works and the mass of wages during the period 2008-2015



Source: Prepared by researchers based on ENSP documents

The table shows that the wage mass in the institution increased from 2008 to 2013, reaching a total of 6428 million Algerian dinars in 2013, due to the great improvement in the wage system in that period. The year 2014 saw a decrease of 5527 million Due to the deterioration of the oil price in the second half of 2014.

And then the mass of the rise in 2015 to reach about 7182 million Algerian dinars, because of the policy of motivation adopted by the Foundation to keep its workers from leaving and resign.

As for the mass of work and the number of works exceeded the goal in the last five years, as the goal of the institution is that the percentage of the mass of the number of works ranging from 30 to 35%, according to the law of the institution.

5.4- Training costs, mass wages and business number in the National Institute of Wells Services ENSP:

Table 7: Development of the number of workers during the period 2008-2015

The years	2006	2007	2008	2009	2010
Business Number	20559	24869	27903	31162	34422
The mass of wages	6339	6657	7007	6352	9563
Training costs	397	458	382	387	392.5
Training costs / business number	1.93	1.84	1.36	1.24	1.14
Training costs / mass of wages	6.26	6.87	5.45	6.09	4.10

Table 7: (Suite)

The years	2011	2012	2013	2014	2015
Business Number	34773	38974	45539	53429	51709
The mass of wages	14909	14874	14626	17990	18856
Training costs	342.1	329	92.1	201.3	501.6
Training costs / business number	0.98	0.84	0.20	0.37	0.97
Training costs / mass of wages	2.29	2.21	0.62	1.11	2.66

Source: Prepared by researchers based on ENSP documents

The above table shows that the percentage of training costs to the number of works did not exceed 1% during the years 2008-2012, which is not universally accepted, because the area specified globally for this index ranges between 1% and 5%.

In the years 2013 and 2014, the ratio exceeded 1%. Therefore, the ratio of these two years is acceptable. Training costs have increased compared with the small growth of the number of businesses. In 2015, this percentage reached 0.18%. Due to the large increase in turnover and the slight growth in training costs.

-Employee performance index

1. Productivity of the worker in the national institution of wells services ENSP:

Table 8. Shows the productivity of the trainee during the period 2008-2015

the years	Total output value	Number of Workers	The number of trainees	Work productivity	Worker productivity
2008	167397	2120	520	7.89608	32.19173
2009	246736	1983	675	12.44256	36.55348
2010	196255	2087	871	9.40368	22.53214
2011	256800	2336	970	10.99315	26.47422
2012	335346	2636	1592	12.72177	21.06444
2013	195527	2814	833	6.94836	23.47262
2014	114232	2907	1356	3.92954	8.42418
2015	118254	3010	1550	3.92870	7.62929

Source: Prepared by researchers based on ENSP documents

The above table shows that the productivity of the trainee worker is greater than that of the average worker in the institution, reaching its highest percentage in 2009 due to the large volume of production, which explains that the training contributes to covering the deficit in performance, It also has a significant role in reducing production costs. Thus we conclude that training plays a very important role in improving the performance of the institution and increasing the productivity of the worker.

CONCLUSION

From the above, we conclude that performance assessment contributes to the identification of training needs in a highly accurate manner and thus design training programs that are largely commensurate with these needs. The design of the training programs depends on the analysis and results of the performance evaluation process. Reach the following results:

- 1- Training needs in the organization are determined through a comparison between actual performance and future performance.
- 2- The manager of this institution prepares a budget or financial plan according to the future needs.
- 3- The training process at the National Well Services Corporation (ENSP) creates an atmosphere of competition among workers.
- 4- The training process is designed based on the problems and obstacles that actually exist in the institution.

- 5- The design process is based on clear objectives that help implement the overall strategy of the institution.

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