

**INVESTING IN HUMAN CAPITAL AND ITS IMPACT ON PROMOTION  
EMPLOYEE PERFORMANCE IN LIGHT OF THE KNOWLEDGE  
ECONOMY: A FIELD RESEARCH IN UNIVERSITY PROFESSORS AT  
TLEMCCEN.**

الاستثمار في رأس المال البشري و أثره في تحسين أداء الموظفين في ظل اقتصاد المعرفة  
: دراسة ميدانية للأساتذة الجامعيين في تلمسان .

Benyahia Chahrazed<sup>1</sup>, Moussaoui Zahia<sup>2</sup>

<sup>1</sup> Unisersity Of Abou Bekr Balkaid- Tlemcen, laboratory Business Management and Social  
Capital MECAS (Algeria), [chahrazed.benyahia@univ-tlemcen.dz](mailto:chahrazed.benyahia@univ-tlemcen.dz).

<sup>2</sup> Unisersity Of Abou Bekr Balkaid Tlemcen, laboratory Business Management and Social Capital  
MECAS (Algeria)  
Zahia\_16@gmail.com

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**Abstract:**

The aim of this study is to identify any of the dimensions of human capital investment that are more influential in performance of the university professors, *To achieve this aim, the data was collected using a questionnaire* includes 24 sentences related to the subject of the study. And a sample of 70 university professors in Tlemcen The study was based on descriptive and analytical method The collected data was analyzed using SPSS.V22.

We found that impact of human capital investment on employee performance among university professors Also, the respondents' perceptions of the degree of human capital investment practice are medium, so the Tlemcen University must enhance these dimensions and use them in the human capital investment process to enhance employee performance.

**Key words:** Human capital investment, education, training, formation, employee performance in Tlemcen University.

**JEL classification:** O15, I25, M53. L25.

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**ملخص:**

الهدف من هذه الدراسة هو تحديد أي من أبعاد الاستثمار في رأس المال البشري الأكثر تأثيراً على أداء الأساتذة الجامعين، ولتحقيق هذا الهدف تم جمع البيانات باستخدام استبيان يضم 24 عبارة خاصة بموضوع الدراسة، و عينة ممثلة في 70 أستاذ جامعي في جامعة تلمسان، و تعتمد الدراسة على المنهج الوصفي التحليلي، و قد تم تحليل البيانات التي تم جمعها باستخدام برنامج .SPSS. V22

واهم نتيجة توصلنا إليها أن الاستثمار في رأس المال البشري له تأثير في تعزيز أداء الأساتذة الجامعيين، كما أن تصورات المستجيبين لدرجة ممارسة الاستثمار في رأس المال البشري هي متوسطة، لذا يجب على جامعة تلمسان تعزيز هذه الأبعاد واستخدامها في عملية الاستثمار في رأس المال البشري لتعزيز أداء الموظفين..

**الكلمات المفتاحية :** الاستثمار في رأس المال البشري ، التعليم، التدريب ، التكوين ، أداء الأساتذة في جامعة تلمسان.

تصنيف JEL : O15, I25, M53, L25

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Corresponding author: Benyahia Chahrazed, [chahra.benyahia16@gmail.com](mailto:chahra.benyahia16@gmail.com)

## **1 INTRODUCTION :**

The world is witnessing rapid developments in various fields, where management works in modern organizations to adopt strategies to meet the needs of employees and to develop an effective working environment that generates a sense of belonging of employees, an increase in their incentive to work, a sense of organizational stability and a lack of desire to leave work, a good investment must therefore be made in the human resource to achieve organizational loyalty that affects the quality of the work performed by workers, their behavior, their motivation and commitment to work, their colleagues and the organization in which they work.

The investment in human resources may reinforce the social resolve to take appropriate action and human capital represents resources which man has utilized to augment his personal productivity. Expenditures on information, labor mobility, health, education, formation and training all are capable of enhancing the productive capacity of a worker.

Therefore, this research relies on the interest in human capital, its

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development and progress by invest in it with the aim of promotion employee performance.

➤ **Research questions:**

What is the effect of human capital investment on university professor's performance in Tlemcen?

➤ **Sub-questions**

1. What do we mean by human capital? And what is their economic importance?
2. What is the investment of human capital? What are their dimensions and determinants?
3. How does human investment contribute to improving the performance of teachers?

➤ **The scientific importance of the study:**

This lies in the subject addressed, because as human capital investment is one of the most important topics of the attention of management scholars still under study and its relationship to employee performance, by defining the role of human capital investment in enhancing organizational flexibility.

Practical importance: lies in the aspect that will be applied in tlemcen university with the aim of exploring the impact of human capital investment on employee performance .

➤ **Methodology research:**

To address the subject of our study and to answer the question that we relied on:

--Descriptive and analytical method: it allows us to collect the theoretical data and information that enables us to study human capital investment and employee performance;

--A case study method: by exploiting field data and designing the form and attempting to demonstrate the hypotheses presented, the theory is dropped on the field side.

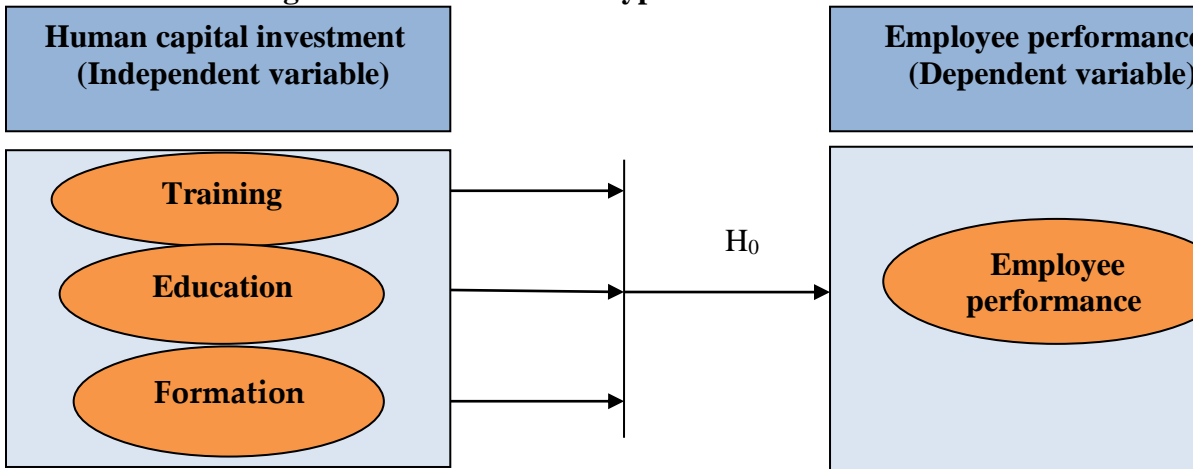
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➤ **Hypothesis framed:**

- $H_0$ : There is no significant impact of human capital investment on employee performance . among university professors.

**Figure 01: the scheme of Hypothesis search**



**Source: prepared by researchers**

1. **Human capital investment:** independent variable is includes three dimensions are : training ,education ,formation .
2. **Employee performance:** dependent variable.

➤ **Study structure :**

Section I: It is theoretical framework for both investments in human capital and performance and addresses the most important studies for varieties.

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Section II: It is the applied framework for study by studying the impact of investment in human capital to perform university officials at Tlemcen university.

## **2 LITERATURE REVIEW:**

### **2.1 Investment in human capital:**

Today in different countries in particular policy decisions are geared towards enhancing employee education and training over the life cycle. Similarly, with a view to extending human capital to include a broader concept of intangible capital, the study has helped us to witness a renewed interest in human capital today. (Dhaoui, 2013, p. 84). Human capital is increased there are often externalities that increase the productive capacity of others. Historically this essay discusses these concepts and focuses on two main components of human capital: education and training, and health. The institutions which promote investment in human capital are discussed, as is the role of human capital in economic growth. the belief that the study of human capital is historically intrinsic (Goldin, 2014, p. 23).

In addition, enterprises carry out educational activities for their current employees. We can employ "social learning" (Zhang & al, 2015, p. 809) also enterprises are aware of the value of their employees' education and training (as one of the types of investment in human capital) to business success. of this reason, they concentrate on the job market of individuals with a higher education degree. (Šafránková & Šikýř, 2017, p. 590). The impact of the development of human capital, expressed through health and education spending, on the competitiveness of the member states has been positive and important. This impact occurs with two years lag and lasts for two years in the case of expenditure on health, and after three times lag; it also lasts for two years in the case of expenditure on education. This helps us to argue that human capital is one of the drivers of improved productivity (Alma & Kristina, 2018, p. 09) .

The development of a learning culture in an organization involves the continuous education of its members. This process takes place by converting

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individual memory, which is the accumulated knowledge of an individual, into organizational memory, which takes the form of goals, or standard procedures (Wu & Al, 2019, p. 7820).

Through the learning cycle, organizations can extend their knowledge base, strengthen the ability to use information and establish effective strategies and processes for managing change in challenging environments (Fernández-Mesa & Alegre, 2015, p. 150).

### ***2.1.1 The interest and the strategic role of human capital:***

#### ***1. human capital :***

Human capital defined by the organization for economic Co operation and development (OECD) : “ the knowledge, skills, competences and other attributes embodied in individual that are relevant to economic activity” (CERJ, 1998, p. 07).

In labor economics , the set of skills of workers are considered to be a form of capital in which works that are responsible for variety of investments in a company and contributes "productivity" (Goldin, human capital., 2016, p. 75).“ human capital analysis starts with the assumption that individuals decide on their education, training medical care, and other addition to knowledge and health by weighing the benefits and costs” (Baloyi., 2019, p. 530)..

They are three types of training or education and learning organizational that are closely related to the return rate and human capital:

- 1- Education at school.
- 2- Training at the work place.
- 3- Learning organizational
- 4- Other knowledge.

#### ***2. The features of human capital:***

- ✓ Creativity and innovation
- ✓ Knowledge and skill
- ✓ Value added

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- ✓ Competitive advantage Increasing the customer 's satisfaction from the organization.

### ***3. Growing interest in human capital:***

It is necessary to invest in human capital, and the forms of investment are different. The growth of gross domestic product has been raised; employees training level have directly increased their working life. Most social benefits, derived from the accumulation of human capital, Such a good health, more urban employment, increase in social correlation will affect the economy growth in the long term .Employing and keeping the best employees in the organization, provide an atmosphere where knowledge is created shared and applied and learning becomes a habit (Mohammad & Nojedeh, 2016, p. 251) .

Investment in human capital is at the heart of strategies in OECD countries to promote economic prosperity, fuller employment and social cohesion, The OECD jobs study placed particular emphasis on investment in people, in a framework that seeks to extend lifelong learning to all (OECD, 1994, p. 08).

### ***2.2 Employee performance:***

Human capital presents the picture of the context knowledge of individuals clustered in the organizations composite capacity to reveal the optimum solution from its distinct employees. The amount of employee's talent, talents, experience and expertise is known as Human Capital .The homogeneity between human capital and miscellaneous defined variables can be followed back to several courses of study, including organizational learning by Bontis in 2002,the economic human capital theory by Schultz in 1961&Ducharme in 1998 (Muhammad & Naintara, 2013, p. 77).

Employee performance as a predictor of financial or other results .the employee, who has a strong link with the organization's success as well as its accomplishment, further exposed the working environment, leadership, staff and

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co-worker relationship, preparation and career growth, incentive scheme, rules and procedures and the well-being of the staff as well as the participation of workers are main factors influencing the performance of employees (Anitha, 2014, p. 313)

The dominant points of view of organizational configuration and employee engagement in order to explain the factors for raising individual performance suggests that employee performance can be improved by training and development. Disclosure that the performance of employees can be assessed by means of daily training and improvement programs (Alagaraja & Shuck, 2015, p. 256)

In addition, the policy formulation of promotion, pay, training and other factors relevant to the performance of employees in the organization.. Is believed to further contribute motivational hypotheses throughout the way that it blends expectations with variables such as career satisfaction success of workers and their applicability in the workplace (Inuwa, 2016, p. 96).

**2.2.1 Importance of employee performance (Sree & Satyavathi, 2015, p. 85)**

- ✓ Facilitated it in decision making and correcting the path of organizational policies and behavior.
- ✓ It is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance
- ✓ It strengthens the communication system of the organization and management can discuss the result for shaping the future course of action.
- ✓ It facilitates in determining the training and development needs of the both, employees and the organization.

**2.3 The relationship between investment in human capital and job satisfaction on employees:**

At present, if enterprises strive for being successful, it is a high time for them to move the item of human capital to right side. To be able to increase their performance and competitiveness in the market it is required for the organizations

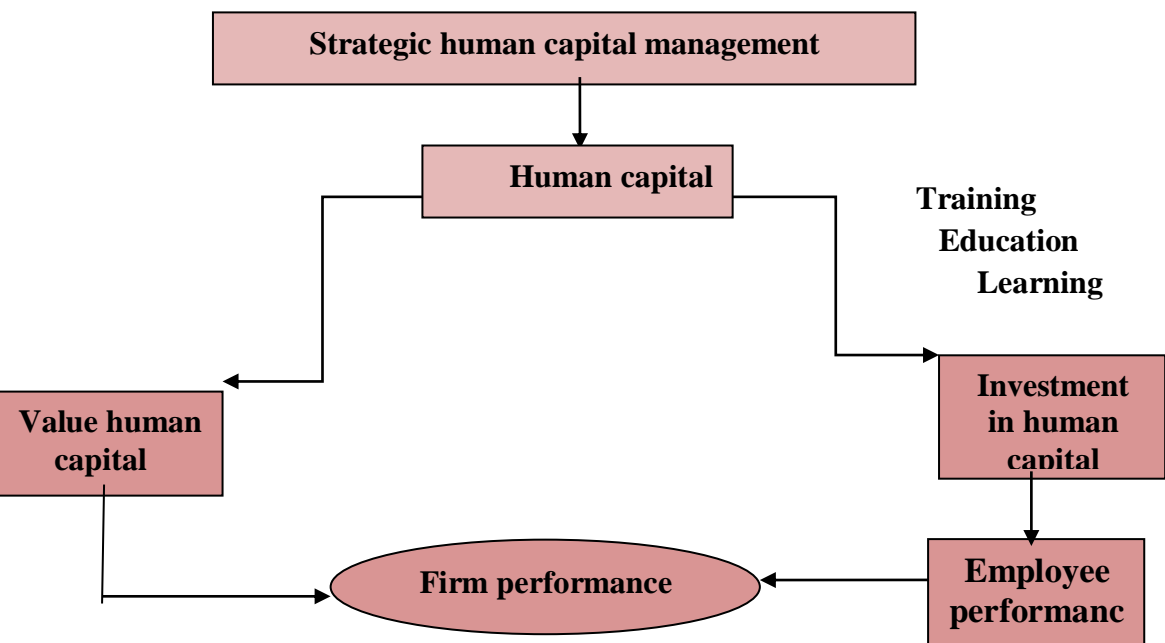


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to invest in human capital because is very important and to measure its effectiveness in two aspects (the effectiveness of the utilization of human capital and the effectiveness of investment in human capital ) within the implementation of human capital management (Figure 1) (Alzbeta & al, 2018, p. 07).

**Figure 2:** The framework of the human capital management implementation in the business practice own elaboration.



**Source:** Alzbeta Kucharcikova, Martin Miciak, and Milos Hitka(2018), p 07.

It is important to interconnect human capital management with the key performance indicators of the enterprise and to identify the key human capital components for them. After performing and evaluating the measurements that to identify the key human capital components for them. After performing and evaluating the measurements that are

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needed and after the benchmarking, it is needed to identify the shortcomings in the area of human capital management.

Different forms of private investment in human capital it is factors influencing organizational loyalty the employees because training, education and learning organizational they are motivation the employees in their jobs.

### **3 Methodology research:**

#### **3.1 Data collection and measurement scale:**

The Study was based on university professors Tlemcen. The main purpose of the study was to see the impact of human capital investment on employee performance among academicians. For this purpose data was collected from the university professors in various colleges and institutes. The research was based on primary data. The instrument for data collection was a self-designed questionnaire which was administered personally to the employees working to collect data. The questionnaire was based on 5.point (Likert) scale ranging from 1= Strongly Disagree to 5= strongly agree.

In this study, Judgmental (non-probability) sampling technique was used. A sample of **70** university professors was selected for the purpose of this study.

#### **3.2 Analysis and interpretation of data:**

Statistical Software SPSS version 22 was used for data analysis. he item to the total correlation was used to determine the internal consistency of the questionnaire; Cronbach's alpha was used to measure their responsibility for the measurement scale. Factor analysis was used to determine the factors underlying human capital investment and employee performance. Regression Analysis was used to determine the impact of human capital investment (independent variable) on employee performance (dependent variable)

### **4 Results and discussion:**

After studying the data of **70** university professors by applying the following statistical tools were found: Constancy measure the consistency of all factors in the questionnaire was checked for total correlation by item.

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This correlation of each item with the total was measured and the computed value was compared to the standard value .Only those factors /statements have been accepted The value of which was more than the standard value.

**Table 01: Observation processing summary**

		N	%
Observations	Valid	69	97,9
	Excluded <sup>a</sup>	1	2,1
	Total	70	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

**Source: prepared by researchers based on the outputs of SPSS program.**

**Table 02: Alpha Kronbach Stability Test.**

**Reliability statistics**

Alpha Kronbach	Number of elements
,903	24

**Source: prepared by researchers based on the outputs of SPSS program.**

- The measure's reliability total: was tested using SPSS software and the Alpha value of the Cronbach was found to be 0.903 The validity of the face was tested, and it was found high.

**Table 03 :Alpha Kronbach Stability Test to erase human capital investment.**

**Reliability statistics**

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Alpha Kronbach	Number of elements
,803	16

**Source:** prepared by researchers based on the outputs of SPSS program.

- **Human capital investment:** The measure's reliability was tested using SPSS software and the Alpha value of the Cronbach was found to be 0. 803 The validity of the face was tested, and it was found high.

**Table 04: Alpha cronbach Stability Test to erase employee performance Reliability statistics**

Alpha Kronbach	Number of elements
,841	8

**Source:** prepared by researchers based on the outputs of SPSS program.

- Employee performance: The measure's reliability was tested using SPSS software and the Alpha value of the Cronbach was found to be 0.841. The validity of the face was tested, and it was found high.

**5 Testing with hypothesis:**

H0: human capital investment has no significant impact on organizational Loyalty of university professor.

**Table 05: Regression analysis was applied between independent variable and dependent variable**

<b>Coefficients<sup>a</sup></b>				
Model	Non-standardized coefficients	Coefficients standardized	t	Sig.

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	B	Ecart standard	Bêta		
1 (Constant)	,829	,465		1,783	,081
axis2	,595	,138	,542	4,322	,000

a. Variable dépendante : axe1

**Source: prepared by researchers based on the outputs of SPSS program.**

- Regression analysis was applied between human capital investment (independent variable) and employee performance (dependent variable) among university professors. The results of regression indicate that independent variable (human capital investment ) has significant relationship with dependent variable (employee performance) signified by the coefficient of Beta factor of human capital investment is 0.542 and T value is 4.322 is significant at 0.0 significant level hence it can be said that human capital investment is having significant impact on employee performance .
- The null hypothesis that there is no significant impact of human capital investment on employee performance is not accepted which means that there is significant impact of human capital investment on employee performance among university professors.

**Table 06 : Coefficient of determination R of the interpreted variable**  
**Model summary**

Model	R	R-deux	R-two adjusted	Standard error of estimate
1	,626 <sup>a</sup>	,392	,350	,60775

a. Predictors: (Constant), education, formation, training

**Source: prepared by researchers based on the outputs of SPSS program.**

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- It is clear from the table that the effect value of the independent variable explains 39.2 % of the variance in the dependent variable, the remaining percentage 60.8% represents the rest of the element that are not included in the model , and since the correlation coefficient is 62.6%, this indicates that the relationship between the independent and dependent variable is Fairly medium .

**Table 07: Analysis of variance in the multi-direction ANOVA.  
ANOVA<sup>a</sup>**

Model	Sum of squares	ddl	Medium square	F	Sig.
1 Régression	10,250	3	3,417	9,250	,000 <sup>b</sup>
Résidus	15,883	43	,369		
Total	26,132	46			

a. Dependant variable: axis2

b. Predictors : (Constant), organizational, group, individual

**Source: prepared by researchers based on the outputs of SPSS program.**

- We note from the table that the value of Fisher is 9.250; with a probability Sig of 0.00, less than 5%, the hypothesis H0 is rejected. And we say that there are no statistically significant differences in the mean levels of organizational learning for the sample members according to the dimensions of organizational loyalty at the level of significance.

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- It is clear from the table that the impact between independent variable (human capital investment ) and the dependent variable (employee performance).

### **5.1 Factor analysis (personal data):**

The raw scores of 03 items were subjected to factor analysis to find out the factors that contributed towards personal data after factor analysis, three factors are identified.

1. Age group (2.44): This factor has emerged as the most important determinant of employee performance with 71% of variance. From the analysis, it appears that the university professors are mostly middle-aged. Because the highest age ratio between (30-year 39) is 47.9% and through the data the age variable appears on the age diversity in the members of the study sample, and this is explained by the extent of the university's dependence on the average age group, in which the individual has the element of experience that he needs In the institution and benefit him.
2. Years of Experience (2.42): This factor has emerged as the most important determinant of employee loyalty with 31% of variance. we find 29.2 % of them less than 5 years, while we find that 25% of the respondents have their experience within the field (05 -10), but for individuals whose experience reached between (10 -15 ) Their percentage was set at 22.9% of the total sample population, while the percentage of respondents ranged from 22.9% with more than 15 years of experience, and therefore most university professors have less than 5 years of experience .
3. Gender (1.40): This factor has emerged as the most important determinant of employee performance with 21% of variance Through the analysis, 60.4% of the study sample are male, and 39.6% the study sample are female, i.e. an increase in the percentage of male workers in the Algerian University in exchange for a decrease in the proportion of female workers.

### **5.2 Descriptive statistics of variables**

**Table 08: Descriptive statistics of variables**

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phrase	mean	s/deviation
<b>Importance and investment</b>		
The university endeavors to spend on developing its human resources through several methods: such as training and training, and developing work.	4.24	0.686
Knowledgeable and skilled human resources are empowered through delegation of authority and participation in decision-making	3.58	1.162
Individuals participate in the direction, visions and future goals of the university.	3.42	1.144
The university is keen to attract the human element with high capacity training	3.72	1.161
<b>Human capital investment in general</b>	3.74	1.038
<b>Training</b>		
Training needs are determined by the existing capabilities of the workers and the new business requirements	3.60	0.903
Too much reliance on training courses outside the university	3.72	1.088
Training is done by using trained individuals to instruct others	3.50	1.147
People are relying heavily on training people on advanced technologies and technology to keep pace with the developments of the times	3.70	0.931
<b>Training in general</b>	3.63	1.017
<b>Education</b>		
Formative needs are determined as a result of a certain accreditation in the institution	4.00	0.880
All employees have the opportunity to train in order to develop performance, regardless of their competence	4.12	0.917
Training courses are defined as new jobs are created	3.70	1.111
The university provides development programs in order to acquire new skills for employees	3.42	1.162
<b>Education in general</b>	3.81	1.017
<b>Formation</b>		
Formative needs are determined as a result of a certain accreditation in the institution	3.92	0.899
All employees have the opportunity to train in order to develop performance, regardless of their competence	3.56	1.163



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	Training courses are defined as new jobs are created	3.52	1.054
	The university provides development programs in order to acquire new skills for employees	3.58	1.179
<b>Investment in general</b>		3.64	1.073
<b>Employee performance</b>			
	Spending operations on training and training contribute to raising and improving the level of performance	4.02	0.742
	Motivating the human factor to innovate and innovate makes it an effective tool in achieving and raising the level of performance	4.14	0.700
	Raising the capabilities of the human resource related to technology control clearly contributes to achieving the high level of performance.	4.12	0.798
	The knowledge, skills and experience acquired through development clearly contribute to improving performance	4.20	0.728
	The development of the human resources of university contributes to reaching high levels of performance	4.22	0.678
	The development of individual or collective human resources contributes to increasing the level of efficiency and effectiveness of individuals	4.08	0.804
	Investing in human capital increases workers' sense of belonging to the university	4.30	0.814
	An investment in training and training provides sufficient skills to accomplish the tasks required on the job	4.10	0.863
<b>Improving employee performance through human investment in general</b>		4.14	0.765

**Source: prepared by researchers based on the outputs of SPSS program.**

The above shows that the dimensions of human capital investment have a general mean of 3.74, and the major factor is education a mean 3.81, and a standard deviation of 1.017, and a standard deviation of 1.038 while 4.14 and 0.765 represents the mean and standard deviation of employee performance. This therefore, depicts that employee performance have the highest mean score among the variables.

**The results of the study are :**

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- The process of investing in human capital at university depends mainly on training programs within the framework of the agreement that was concluded with several private and public formation schools, with the aim of formation its workers in various contemporary fields and disciplines, in a manner that meets the requirements of the current period.
- University allocates an annual budget equivalent to 1.5% of the wage mass, which is more than 6 million Da, as it worked to train its workers to ensure continuous improvement of its performance, and the individual must demonstrate the results of his formation by improving his performance or adding a new way of working.
- Human investment leads to raising their sense of belonging and loyalty to the institution, and the development of knowledge, experiences and values, so we cannot consider the spending on training and formation as a cost to the institution as it reaps its results and returns every time

## **6 CONCLUSION:**

The objectives of the study were to find out the impact of human capital investment on employee performance among university professors and to find out the various factors underlying human capital investment and employee performance. And the respondents' perceptions of the degree of human capital investment and employee performance are medium. The findings of the research conclude that there is a significant impact of organizational learning on organizational loyalty among university professors.

Based on the findings of the study, it recommends the following:

1-The results related to the respondents' perceptions of the degree of human capital investment practice is as medium, therefore, the Tlemcen University must reinforce these dimensions, use them in the processes of training ,education ,formation , and create a healthy regulatory environment that is established to build learning able organizations.

2 -In view of recent global changes, such as: - The phenomenon of globalization and specialization , the Algerian University has become facing an internal and external challenge, and it is subject to rapid changes, and for these institutions to

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align with Variables, they must adopt modern and developed management concepts to keep up with these Changes, and among these concepts is the concept of the organizational learning process; Even These organizations are becoming more able to adapt rapidly to global variables.

3- The necessity of reviewing laws, regulations and legislations capable of inducing changes Organizational, social, cultural, and educational impact on the behavior of individuals And groups within institutions, which hinder the introduction of models and administrative methods Cutting edge.

4- The necessity of seeking to encourage openness and flexibility in organizational and human relations between management and workers, by holding regular meetings, seminars, And self-constructive criticism and reward the distinguished and creative, in order to promotion organizational loyalty.

✓ **Limitations:**

-The paper studies the effects of investment of human capital on the promotion of firm performance of professor in university which is a broad topic.

-The study did not a lot review the literature in Algeria.

-However due to shortage of budget the sample of the paper is kept low and only in the Algeria universities.

-The numbers of questionnaire were limited. Also the results from the research paper are limited to the professor in university of tlemcen only so the ability of generalization of this research paper is limited .

-It is recommended that a bigger sample size, with a more wider.

area of research (include more sectors of the market)for the next research to make the results more generalized.

✓ **Recommendations:**

From the research paper it is recommended that organizations should pursue to invest in human capital of their employees which will help them not only maintain their core competences and our loyalty and also enhance their productivity and level of performance.

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## **8 Appendices:**

### **Appendice 01 : A questionnaire**

#### **A questionnaire**

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In the context of the completion of scientific research on the subject of "the impact of organizational learning in enhancing organizational loyalty to university professors" through the study of the dimensions of addressing the variables of this research, please ask that you reply to the phrases of the questionnaire to help us obtain objective results that will allow us to achieve the objectives of the study. Prepared by researchers at University Abou Bakr Belkaid Tlemcen.

**Section a : personal data :**

- . Gender :**  Male  Female
- . Age group :**  Less than 30 years  Between 30 and 39 years  
 Between 40 and 49 years old  More than 50 years old
- . Years of Experience:**  Less than 5 years  Between 5 and 10 years  
 Between 10 and 15 years  More than 15 years

**Section b:** The statements in this section describes human capital investment . please tick (√) any option among the listed options to indicate your preferred answer to the questions.  
 interpretations of the scales: Strongly disagree (**sd**); Disagree (**d**); Neutral (**n**); Agree (**a**) and Strongly agree(**sa**).

N	phrase	sd	d	n	a	sa
<b>Importance and investment</b>						
1	The university deavors to spend on developing its human resources through several methods: such as training and training, and developing work.					
2	Knowledgeable and skilled human resources are empowered through delegation of authority and participation in decision-making					
3	Individuals participate in the direction, visions and					

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	future goals of the organization					
4	The university is keen to attract the human element with high capacity training.					
<b>Training</b>						
5	Training needs are determined by the existing capabilities of the workers and the new business requirements.					
6	Too much reliance on training courses outside the university.					
7	Training is done by using trained individuals to instruct others.					
8	People are relying heavily on training people on advanced technologies and technology to keep pace with the developments of the times.					
<b>Formation</b>						
9	Formative needs are determined as a result of a certain accreditation in the institution.					
10	All employees have the opportunity to train in order to develop performance, regardless of their competence					
11	Training courses are defined as new jobs are created					
12	The university provides development programs in order to acquire new skills for employees.					
<b>Education</b>						
13	the employees of the university are distinguished by the ability to develop and raise knowledge and skills.					
14	Education is considered a means of improving the skills, abilities and behaviors of individuals.					
15	The employee's educational skills and qualifications are compatible with the tasks he / she performs.					
16	Incentives and rewards are provided on the basis of scientific and professional expertise.					

**section c:** the statement in this section describes **employee performance**. please tick (√) any option among the listed options to indicate your preferred answer to the questions.

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interpretations of the scales: strongly disagree (sd); disagree (d); neutral (n); agree (a) and strongly agree (sa).

N	phrase	sd	d	n	a	sa
<b>Employee performance</b>						
17	Spending operations on training and training contribute to raising and improving the level of performance.					
18	Motivating the human factor to innovate and innovate makes it an effective tool in achieving and raising the level of performance.					
19	Raising the capabilities of the human resource related to technology control clearly contributes to achieving the high level of performance.					
20	The knowledge, skills and experience acquired through development clearly contribute to improving performance.					
21	The development of the human resources of the institution contributes to reaching high levels of performance.					
22	The development of individual or collective human resources contributes to increasing the level of efficiency and effectiveness of individuals.					
23	Investing in human capital increases workers' sense of belonging to the institution.					
24	An investment in training and training provides sufficient skills to accomplish the tasks required on the job.					

Thank you for your timely response.

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**Appendice 02 : Statistiques descriptives**

**Statistiques descriptive**



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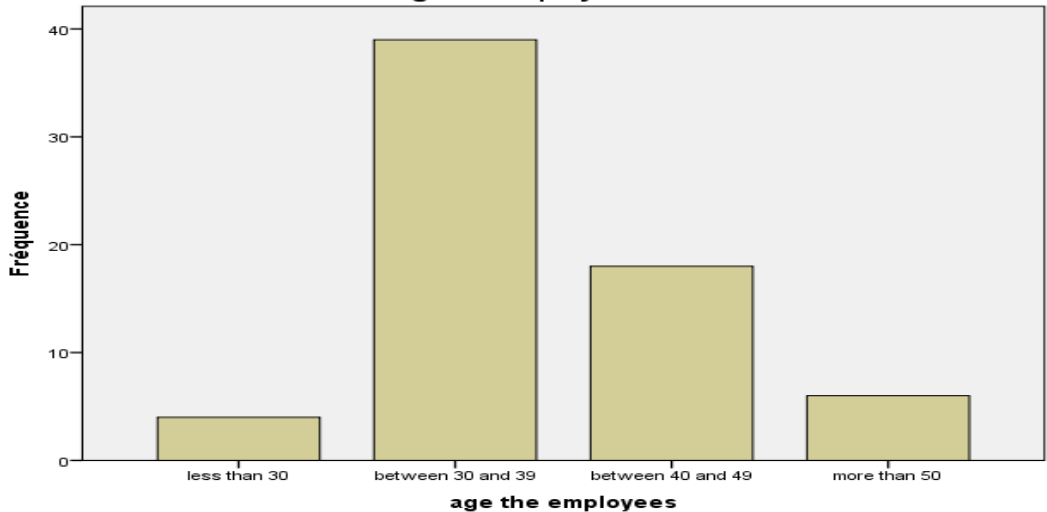
**genre the professors**

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	male	49	60,4	60,4	60,4
	female	21	39,6	39,6	100,0
	Total	70	100,0	100,0	

**age group the professors**

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Less than 30 years	10	10,4	10,4	10,4
	Between 30 and 39 years	36	47,9	47,9	58,3
	Between 40 and 49 years old	24	29,2	29,2	87,5
	More than 50 years old	6	12,5	12,5	100,0
	Total	70	100,0	100,0	

**age the employees**



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**experience the professors**

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Less than 5 years	22	29,2	29,2	29,2
	Between 5 and 10 years	18	22,9	22,9	52,1
	Between 10 and 15 years	20	25,0	25,0	77,1
	More than 15 years	10	22,9	22,9	100,0
	Total	70	100,0	100,0	



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