

The role of training in improving the performance of human resources in the service organization

- Wilaya of Blida's Bank of Agriculture and Rural Development (BADR) as a model -

دور التكوين في تحسين أداء الموارد البشرية بالمؤسسة الخدمائية بنك الفلاحة و التنمية الريفية لولاية البليدة - نموذجاً

Leila Mohamed Yassad

Ali Lounisi University – Blida 2

l.mohamed-issaad@univ-blida2.dz

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ملخص

يهدف المقال إلى الوقوف على دور عملية التكوين في تحسين أداء الموارد البشرية، خاصة أن هذه الأخيرة تمثل العنصر الرئيسي بالمؤسسة، وأصبح التوجه الحديث في الإدارة المعاصرة هو إيلاء الأهمية له حتى يكون أدائه فعالاً وذلك من خلال تكوينه وتدريبه وتحفيزه وأيضاً ترفيقه، وعليه جاءت هذه الدراسة لتتناول دور التكوين بالمؤسسة الاقتصادية الجزائرية، ومن أجل إبراز أهمية التدريب في رفع مستوى أداء الموارد البشرية تم إجراء دراسة ميدانية بينك التنمية الريفية "ولاية البليدة"، وقد تم إتباع الإجراءات المنهجية، ثم التطرق إلى عرض النتائج التي تم التوصل إليها، و في الأخير تقديم جملة من الاقتراحات التي تساعد على تفعيل العملية التكوينية وتوجيهها لخدمة أهداف المؤسسة وأفرادها .

كلمات مفتاحية: التكوين ، الأداء ، المورد البشري ، المؤسسة.

Abstract:

The article aims to address the role of the training process in improving the performance of human resources, especially that the latter represents the main element in an institution, and the modern trend in contemporary management is to give importance to it so that its performance is effective, through its formation, training, motivation and promotion. Accordingly this study came To address the role of training in the Algerian economic institution, and in order to highlight the importance of training in raising the level of human resources performance, a field study was conducted at the Rural Development Bank "Blida State". A set of suggestions that help activate the formative process and direct it to serve the goals of the institution and its members.

Keywords: Training, performance, human resource, organization.

Introduction:

There have appeared in the literature and practices of contemporary administrative work, trends towards linking training to performance and its actual needs, which necessitated the expansion of the study of this subject. It is the one that is implemented according to the actual work needs and the requirements of its implementation, which calls for the participation of the employees in the organization in training that will affect their performance positively, which necessarily means achieving the institutional and strategic goals .

In order to implement the training process, institutions must begin by analyzing their procedural processes to provide the necessary data, to design training programs and work to link them to institutional and individual performance, to begin the stage of identifying training needs based on job descriptions, requirements of actual jobs, duties and responsibilities .

After working on the actual design of the training programs, preparing the training package, setting training objectives, planning the logistical support procedures for the program and evaluating it, the process of implementing the training programs begins with the aim of positively affecting the individual performance of the trainees by providing them with the knowledge, skills and directions necessary to enable them to perform what is required of them and achieve positive performance at the institutional level .

The stage of evaluating the training that has been implemented according to the reflection of its positive or negative impact on individual performance and the result of institutional work, to review the deviations and shortcomings in the training process and work to remedy them in the future and the strengths and work to strengthen them. At this stage, the integration of the training system and its role in achieving the desired and desired improvement in institutional performance becomes clear to us .

Accordingly, training is one of the most important means that the institution relies on to achieve harmonization between job requirements and the capabilities and skills of individuals with the aim of increasing productivity and providing service to the customer. That which they are accustomed to is nothing but a direction that the administration considers to be the most suitable for the job and the most beneficial from the point of view of productive efficiency and various skills .

Human resource development is intended to increase the process of knowledge, skills and capabilities of the workforce capable of working in all fields,

which are selected and selected in the light of the various tests that are taking place in order to raise the level of their productive efficiency to the maximum extent possible .

Training is considered in our time as a fundamental subject of the sociology of work and organization because of its direct link to the efficiency of productivity and the development of human resources. The interest of modern institutions in the training process has increased, as it is one of the best ways in which the material factors of production can be linked with the individuals working in the institution, and in a way that ensures the achievement of the institutions' goals as effectively and efficiently as possible. and its productivity .

Accordingly, we decided in this study to address the issue of training as a mechanism to improve human resources through conducting a field study at the Bank of Agriculture and Rural Development in the Wilayat of Blida .

1- The problem at hand

The current economic changes in today's work environment has reflected on organizations and forced them to be more competitive, which required re-structuring the skill and knowledge of their human resources formula and developing their performance capabilities. Therefore, the training activity is among the most important activities performed by human resources, because what is spent on it is considered an investment that has a return in the form of an increase in total productivity, but at the level of the individual its importance appears in increasing knowledge and skills, which may lead to raising the individual's motivation.

Business organizations are now in dire need of upgrading and improving productivity in order to be able to face the various forms of challenges that have emerged from the developments. The Labor Organization has alerted to the importance of the human element as a determinant of service efficiency and productivity in the public and private sectors and to the importance of efforts directed at training in order to develop cadres capable of use The sound and optimal for the rest of the production elements, and this is what appears through the increased interest in training and through the spread of training programs, but despite this interest and despite its paramount importance, did the training actually achieve its goals and did it lead to improving the performance of human resources?

The lack of qualified and trained human resources capable of adapting to all the variables and challenges in the external environment will lead to poor service provision, lack of productivity and competition. Hence, the formation must be viewed from a strategic perspective so that training programs are designed and implemented to achieve the objectives of the organization, and the problem of the study lies in Try to answer the following question:

Does training really contribute to improving the performance of human resources?

2- Study hypotheses

- Lack of training affects the performance of the human resource.
- The quality of training programs contributes to improving the performance of human resources.

3- The importance of the study :

The importance of this study lies in the following :

1 - It is an important issue that affects the company's competitive ability and the achievement of its objectives through the issue of training, as it is a long-term investment in the importance of human resources through the development and development of skills and knowledge of employees and thus leads to improving their performance, increasing productivity, and achieving the organization's objectives and increasing its competitiveness at various levels.

2 - Focuses on the strategic dimension of the training function in various institutions .

3- Contribute to helping business organizations in general by benefiting from their results and knowing what is applied to them and what needs to be applied, as adopting an effective strategy for training is a major step in defining the future vision of human resource management and thus contributes to improving performance levels and achieving competitive advantage.

4 - The importance of this study, as it contributes to providing the interested and officials with the information they need and the most important obstacles that prevent the adoption of the strategic approach in practicing training activities and finding appropriate mechanisms and solutions in this approach in order to raise the level of performance of workers in the service institution.

4- Objectives of the study :

This study sought to achieve the following objectives :

The extent to which banks apply the stages of the formative process .

- Clarify the practice of companies applying steps to build a strategy related to training .

- Identify the most prominent types of training programs offered to workers in business organizations .

Knowing the extent of the administration's commitment, adoption and support for the training strategy on the various institutions, whatever their type .

- Clarifying the extent to which business organizations adopt modern technology as a basis for the application of training programs .

5- Study Methodology :

Our study of the subject of training and its role in improving the performance of human resources combines two important terms, the first is impact and the second is the role, and accordingly the descriptive analytical approach has been used as we are facing an important topic represented in the importance of training for the worker on the one hand and the institution on the other.

6- Previous studies :

A study (Abdul-Aziz Naaman), 2008 entitled: The relationship of training to the performance of individuals working in middle management. A comprehensive case study Taiz Republic of Yemen Master's thesis in Business Administration, Middle East University for Graduate Studies, Yemen .

This study aims to measure the relationship of training with the performance of individuals working in the middle management at the university and to compare between the trends of administrative leadership and the middle management personnel in the training process, in terms of (determining the role of training needs, specifying the training needs). This study also aims at providing recommendations that help the university to raise the effectiveness of its training programs, which makes it play an important role in developing skills, experience and knowledge. The results of the study include:

- The study showed that there is a weakness in the interest in modern formative methods and focusing on the traditional methods of providing training courses .

- The study showed that the method of selecting trainees is not effective enough, as there are no clear criteria for selecting trainees, and mediation and personal opinions play a role in selecting trainees, in contrast to the process .

- The study showed that the process of evaluating the training process is less effective, which weakens the possibility of identifying the degree of benefit obtained by the university from carrying out the training courses.

- Study (SaedQarmash Zahra) entitled: The Role of Training in Improving the Performance of Human Resources: A Case Study of a Petroleum Refining Complex, Master's Note in Economics and Corporate Governance, University of August 20, 1955, Skikda2006 .

This study aimed at identifying business training as one of the most important issues to which the organizations attach great importance, as it is concerned with the development of a basic resource, namely human resources, through which they can face the challenges of competition and keep abreast of environmental developments and changes. Training is the only language to deal with modern technology and the appropriate mechanism to confront developments. Among the findings of the researcher are :

The training in the institution occupies a place important and sensitive in the management of human resources, noting that the importance and necessity of this activity no Differs whether for For organizations large or small. Large institutions can provide, with their own capabilities, internal devices to complete the training process, while small and medium enterprises can resort to in Training its workers to external organizations.

- Absence of a description complete and accurate for some my tasks work positions in the institution, which has an impact negative on process Analysis and identification of training needs for individuals.

7- The duality of training and human resource:

Many organizations strive to increase the productive efficiency of individuals working through programs that help them to perform their tasks in a practical and sound manner that enables them to achieve the greatest possible amount of work with less effort, with less time, and with less cost. Training is therefore consistently desirable and, if it does not yield the desired benefit, no harm is expected.

The human resource was considered the most important resource at the level of institutions, which could make up for the lack of some other resources, especially if the individual was highly qualified and effective in accomplishing his tasks and objectives

Training is defined as: “An organized and planned effort to provide the participants with information, skills and directions that will help them improve their performance”¹.

Composition is "the means by which employed individuals acquire the knowledge and ideas necessary for their employment and the ability to use new methods effectively or the same methods in more efficient ways, which change the behavior and attitudes of individuals towards individuals, objects and attitudes in a new way"².

Training is also known as: “It is considered a positive modification with special tendencies that deals with the individual’s professional or functional behavior and its goal is to acquire the knowledge and experiences that the individual needs to

raise the level of his efficiency in performance where the conditions required for mastering the work are met, that is, the training to prepare competencies in which knowledge ranges and competencies and behaviors so that they qualify for successful work”³ .

It is also the totality of activities, means, methods and pillars which help to motivate workers to improve their knowledge, behavior and intellectual abilities which are both necessary for the achievement of the Organization's objectives on the one hand and their personal and social goals on the other, without forgetting the good performance of their current or future jobs”⁴ .

Disler points out that interest in training has increased in recent years as it was used primarily to provide workers with technical skills such as training on how to properly prepare a plan or budget. However, technical training is no longer sufficient due to the need for the organization to adapt to rapid technological changes .

On the other hand, training aims to improve quality, while at the same time, employees need skills in the areas of: forming work teams, decision-making and various technological applications, and training on various technological applications. Since increasing the degree of competition requires improving the level of service, the employees need training in the field of customer service on the most important methods and capabilities needed to provide the best service. There is no doubt that such challenges increase the importance of the organization providing many training programs for its employees .

In light of the foregoing, we can say that training is one of the main ways to raise productivity, and it is a very important and vital element and the trained and qualified individual is always able to work .

Conditions of the formation process: ⁵

- Setting a budget related to training, which represents the costs of internal and external training

Choosing training methods that require a reasonable time to implement

- A good choice of components, it should be a good design for the configuration room

Preparing the place of training with the appropriate means

Continuity of training programs, taking into account the internal and external training

It is clear that training is one of the main axes for improving the human element, so that it becomes more knowledgeable, prepared and able to perform the tasks required of it in the required, appropriate and innovative way⁶ .

Also, training provides new knowledge and works to increase what the individual carries with new and diverse information, increases the skills of individuals, affects their attitudes, adjusts their ideas and improves them within the organization. Determining training needs is extremely important to identify weaknesses and identify levels that seem to need training, as individuals and their abilities are identified and who will be trained⁷. It is also considered a means and not an end, as it is an investment, not a consumption, and training is important in increasing productivity, and contributing to achieving development⁸.

On this basis, we can classify the types of training according to the following considerations⁹.

Table (1)

¹⁰ shows the types of training

Recruitment stage	type Job	place
<ul style="list-style-type: none"> - New employee orientation - job -the-On training - Training to determine knowledge and skill - Training for the purpose of transfer and upgrading 	<ul style="list-style-type: none"> - Vocational and technical training - Specialized training - Administrative configuration 	<ul style="list-style-type: none"> - institution inside the. - outside the institution

8- Indicators of the process of improving the performance of human resources and the factors affecting the performance of human resources.

The essence of the performance improvement process is to compare the actual performance with predetermined indicators and criteria for diagnosing the deficiencies, explaining their causes and then taking the necessary corrective steps. One of the important indicators in the process of improving the performance of human resources, which is the key to the success of the economic unit as the main pillars in measuring performance, is ¹¹

- **Effectiveness** An important indicator in measuring the extent to which an organization achieves its goals in line with or adapts to its environment in

terms of the investment of the resources available to it is the effectiveness of the organization, which can be said to be the degree to which the organization achieves its objectives or the ability to invest the resources of its rare environment in its various activities.

- **Efficiency:** This indicator represents rationality and rationality in the use of human, material, financial and information resources. This is because a growth-oriented organization must ensure the sustainability of the human, material, financial and information flows in order to operate effectively and continuously. In particular, the reality of the contemporary environment is characterized by the limited resources, quantity and quality needed to carry out its activities. Efficiency means the development of modern means of production using modern technology that enables the production and distribution of economic unit goods in a timely and costly manner. It also means the introduction of modern techniques such as comprehensive quality management and real-time production systems to improve productivity.

The source of the relationship between effectiveness and efficiency is its direct relationship to achieve organizational goals. Effectiveness means achieving objectives in the manner required and efficiency means optimizing the use of resources to achieve activities that achieve the objectives at the lowest cost. It can be said that the performance of the staff in any duty station (organization, unit, section...Efficiency and effectiveness in achieving the goals set by this Center is expressed in terms of efficiency and effectiveness, and because performance translates into performance (maximizing output while limiting input), i.e. efficiency is maximizing output or achieving set goals, efficiency is reduced inputs or rationalizing resource use, performance can be expressed in relation to:

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

High performance means achieving the stated goals with the least amount of resources in the work, i.e. efficiency and effectiveness together. Therefore, it translates the two phenomena at the same time :

- The degree of achieving the goal (effectiveness) .
- The way you go to achieve results (efficiency) .

- **Productivity:** Productivity is a measure for calculating the amount of output using a certain amount of forces that are used in productivity. Most researchers agree that :

$$\text{Productivity} = \text{output/input} .$$

The relationship between productivity, efficiency and effectiveness There is a clear correlation between these indicators, which represent one of the essential pillars in the process of improving and succeeding the Organization in order to achieve its specific goals and to address the deviations after they have been corrected through the development of appropriate and correct solutions. Achieving efficiency means achieving the highest productivity of available resources and achieving efficiency means that they are implemented and succeed in reaching the targets set through increased efficiency, which means clear improvement in production indicators and productivity rates. So efficiency and efficiency can be maximized by productivity and optimal use of available resources.

Consistent with the above, the importance of performance management is highlighted in that it is the new practice of human resources management, which is the link between its other activities, and that it focuses on developing and improving human resources in skills, and provides evaluations and planning for the future performance of workers with a view to improving organizational performance¹².

9- The role of training in improving the performance of human resources

The process of evaluating human resources performance comes at the end of performance management, where the management can reach objective results for performance levels. Also, the performance appraisal system needs to identify those responsible, and participants in the evaluation process, and the criteria on the basis of which the performance of human resources is evaluated.

So, training is the activity that the organization pays great attention to, as it aims to develop the capabilities of human resources at work, and through it provides the individual with the required new information and skills To achieve the organization's strategy in the environment. So, the nature of the changes experienced by most organizations at the present time whetherWas it technological or organizational? assuming on her necessity agree human resource capabilities with me what's up finds from me These developments are in order to achieve What most organizations aspired to, and became They have to search about Appropriate training programs for human resources in the various training centers. As the training function is seen as a complementary function to recruitment, it is not sufficient for the organizations to personnel are tested and appointed, but these personnel must be prepared and developed their abilities to perform the duties entrusted to them and to assist them In acquiring new information and knowledge and providing them with new methods of doing business and refining their skills, training has multiple effects. on the performance of human resources, the most important of which are :

- lift The level of performance and its improvement in terms of quantity and quality .
- Strengthening human relations between individuals and developing their attitudes .
- development The employees' sense of belonging and loyalty for the organisation .
- reduction rates Both absence and work turnover .
- Awareness of human resources The importance of training, and equipping them with the ability to search for new and up-to-date research in various fields of work¹³.

Through our study of this topic, the concept and importance of human resources performance, its dimensions and obstacles, in addition to indicators of the process of improving human resources performance and the factors affecting them, were also reached. We have come to the definition of human resources performance management from the concept and the importance, components, obstacles and features of successful performance management, in addition to the nature of performance evaluation and the most important methods used in that, relying on a set of criteria for a knowledgeable and knowledgeable purpose. .

10-Evaluation of the training process :

It is not enough to recommend the foundations and procedures for training, as it is necessary to evaluate the results of the training, and we are also not satisfied with saying that one program has succeeded and another has failed, and that it is not equal to the effort spent in it and the money spent on it. There are various means to evaluate the training process, including:

1- Evaluation through comparative study: It is done by comparing two groups with the analysis of the factors that made one group more benefit than the other group, and thus we can reach two things:

- The appropriate type of program for each group
- The impact of the program in improving the work in each of the two cases

2- Presenting the program by supervisors: this type is more common because the supervisors are among the most sensitive to weaknesses in the work and are aware of the impact of training in raising the level of performance.

3- Attendance rate as a measure of the success of the training program: It is one of the principles of the successful that it depends on the tendencies of the trainees. And its decrease during the course of work in training is evidence of the increased interest in training on the part of the trainees, and therefore their feeling of the need for it by knowing the amount of what the trainees have gained

From experiences they can apply in the field of work. It is not important in the training program to test the trainees to see how much they have learned from the work systems, but it is important to know how much they were able to apply in their work when they returned to it after the training period .

- **Referendums** : The use of well-prepared referendums is one of the best means that we should use in evaluating the training program, and these referendums should be taken care of, provided that we do not neglect the importance of confidentiality when conducting referendums so that there is no specific influence in a particular direction and at the same time we remove bias towards a direction specific .

- **Evaluation through evidence from the field of work:** It is intended that the training supervisors, after the end of the program, design a tracking card that is divided into three sections :

- A section that includes general data about the trainee and his social conditions
- A section dealing with accurate analysis of the aspects of his work and the extent of his mastery in each area, before training
- A section dealing with accurate analysis after training

Table (2)

Number of trainees during the last four years

Years	Division of the components according to position				Total
	Department of Foreign Trade	Customer interest	Fundinterest	Loan interest	30
018	2	3	1	3	
019	3	1	1	7	2
020	2	1	0	4	
021	3	4	1	9	7

We note from the table that the institution selects the trained groups based on their needs without focusing on a specific category of users, but the training process includes all employees within the institution without exception according to the need

for training . Especially if there are new training programs that require the formation process , where we find the interest of loans in the forefront and this according to the requirements and the new training programs. . And there is clearly a lack of configuration process.

11-Tools for collecting study data

11.1 - Study sample :

This study, the research community, is a group of employees (Bank of Agriculture and Rural Development) and is represented by 22 male and female respondents belonging to different age groups, using the intended sample (see Table (03).)

Table (3)

Distribution of the sample by sex

Gender	Number	Ratio
Male	11	%50
feminine	11	%50
Total	22	%100

Through Table (03), we note that the percentage of males is equal to the percentage of females, where the percentage of males is about 50%, while the percentage of females is estimated at 50%. This is, of course, due to the institution's strategy, and market requirements, and this bank is considered a central bank.

First Hypothesis:Lack of training affects the performance of the human resource

Table (4)

represents the training needs and their relationship to the worker's performance

Paragraphs	Iterations			Arithmetic mean
	Don't agree	neutral	Agree	
training Does the institution develop programs to keep pace with changes	2	11	9	2.32
Does the training process contribute to improving the performance of users	2	9	11	2.41
Is the configuration process, in your opinion, it is an urgent necessity	1	2	19	2.82
from the Have you ever benefited training process within the institution	3	2	17	2.64
Do you think the time allotted for training is sufficient	15	4	3	1.45
Does the organization rely heavily on the configuration process to improve the performance of its users	15	2	5	1.55
Did you do training courses at your own expense	5	1	16	2.50
Is the training process one of the pillars that help the organization achieve its goals	10	1	11	2.05
Total	53	32	91	2.21

Table No. 04 represents the training needs and their relationship to the worker's performance. The following results became evident :

- **The institution is developing training programs to keep pace with the changes:** the arithmetic average for this episode is 2.32, which is in the approval box, meaning that the nature of the institution's money compels it to carry out training programs to keep pace with changes, especially in the production process, as it enters modern technologies periodically .

- **The training process contributes to improving the performance of the human resource.** The arithmetic average for this paragraph was 2.41, i.e. the study sample agreed that training is one of the main factors in improving its performance .

- **The training process, in your opinion, is an urgent necessity .** The arithmetic average for this paragraph reached 2.82, which sample of the study agrees that training is an urgent necessity for the work of the institution, especially in an environment characterized by continuous change, and this is to achieve distinction from the rest of the competitors .

- **I have previously benefited from the training process within the institution .**The arithmetic average for this paragraph was 2.64, which means that the institution trains its resources within the institution, and it is considered one of the good methods affecting the performance of human resources and the performance of the institution as a whole .

- **The period allocated for training is sufficient:** the arithmetic average for this paragraph was 1.45, which means that the study sample does not agree with this point, and considers that the training process needs sufficient time to fulfill all its results, but the duration of training carried out by the institution is insufficient, and this leads to the trainee's lack of familiarity with all the elements to be learned .

- **The institution relies on the training process to a large extent to improve the performance of its users:** the arithmetic average for this paragraph was 1.55, i.e. the study sample does not agree that training is periodic, and this explains the low productivity, meaning that the institution needs training periodically .

- **Did you do training at your own expense:** The arithmetic average for this paragraph was 2.50. Any sample of the study sometimes does the training at its own expense, especially in the field of software and automated information .

The training process is one of the pillars that help the institution to achieve its goals: the arithmetic average for this paragraph was 2.05. The study sample was neutral in this aspect. The reason was due to its ignorance of the institution's objectives, in addition to considering that the training course in the institution is insufficient .

Second hypothesis: The quality of the training programs contributes to improving the performance of human resources

Table (5)

represents the training programs and their relationship to improving the worker's performance

Paragraphs	repetitions			Arithmetic mean
	Don't Agree	neutral	Agree	
Is the organization working to improve the performance of its users?	-	2	20	2.41
Did your performance improve after taking training sessions?	-	13	19	2.86
Are you satisfied with the in performance you provide your work?	8	4	10	2.09
Does improving the performance of users achieve the desired goals of the organization?	-	10	12	2.55
Does the process of improving the performance of users depend only on training?	14	3	5	1.59
of Is improving the performance users a pillar of the organization's continuity?	9	1	12	2.14
Are there any obstacles to improving the performance of users?	-	-	22	3.00
Total	31	33	100	2.44

- **The institution is working to improve the performance of its users:** the arithmetic average for this paragraph is 2.41, which is on the approval side, meaning that each institution aims to improve the performance of its users, and the study institution, like all institutions, seeks to do so .

- **Your performance has improved after you have completed training courses:** the arithmetic average for this paragraph is 2.86, which is on the approval side, which means that users' performance is affected by training, and this is what the study sample agreed upon .

- **Are you satisfied with the performance that you provide in your work:** the arithmetic average for this paragraph was 2.09, meaning that the study sample was impartial, and this is due to them, according to the work conditions in the institution, in addition to the weakness of the training process .

- **Improving the performance of users that achieves the desired goals of the institution:** the arithmetic average for this paragraph is 2.55, which is in the approval side that an improvement in the performance of users will be positively reflected on the performance of the institution, whether in terms of management or production.

- **Does the process of improving the performance of users depend on training only:** the arithmetic mean for this paragraph was 1.59. The study sample did not agree on this point and is right, as training is not the only one that affects the performance of human resources, but there are a number of factors, including motivation, the environment of the institution, the conditions of work

Is improving the performance of users a pillar of the organization's continuity: the arithmetic average for this paragraph was 2.14 The sample of the study was neutral in this aspect, meaning that improving performance is not a necessity for that, but this is a wrong direction as the human resource is one of the most important human resources and is the reason for its continuity and achievement of its objectives .

- **Obstacles that limit the improvement of the performance of users:** the arithmetic average for this paragraph is 3.00, which is on the approval side, meaning that there are a number of obstacles that limit the improvement of human resources performance.

Conclusion :

Through our study, we reached the concept and importance of human resources performance, its dimensions and obstacles, in addition to indicators of the process of improving human resources performance and the factors affecting them. Performance evaluation and the most important methods used in that, based on a set of criteria, in order to know the extent to which the worker has accomplished his tasks efficiently and effectively, and to provide him with the resulting information in order to improve and develop his performance .

In view of the importance of training in management, we tried to review the most interesting characteristics that help to introduce formation, which is an important process, especially in banks that require periodic formation in accordance with the requirements of the national and international market. With this activity, the institution aims to develop the skills of individuals to meet current and future needs required by the institution in light of the environmental changes it is facing. Training is not only of interest to the institution, but also to the individuals working in it, and to

build its passion for work within the organization, which benefits the institution and the individual. The study also addressed importance of training and its objectives, as well as the planning stages of the training program, as well as its types and responsibilities, were discussed. And as such, the following must be taken into account:

- Adopting the system directed at improving and developing performance and providing the ingredients for its success with the aim of shifting from the traditional administrative training system.
- Preparing strategies for administrative formation that are consistent and complement the strategies of the main activities units in the institution .
- Oriented management training policy in order to develop the human resources management policy and improve and develop the overall performance of the institution.
- The need for coordination between the entity requesting training and the training entity, and to work as partners with the highest degree of cooperation and team spirit.
- The necessity of designing administrative training strategies from the needs of the activity and not being governed by the budget allocated for training.
- The need to implement training programs and activities in a way that leads to improving and developing performance, including dealing with training methods and methodologies.
- The need for training programs to be based on practical aspects that serve the development of institutional performance.
- The necessity of using continuous training as a source to achieve a competitive advantage in the market rather than a mere cost borne by institutions for doing business.
- Those responsible for administrative training should be able to measure the impact of training on the overall performance of the institution.
- Follow-up and evaluation of training results in their impact on the efficiency and effectiveness of performance in the institution and the problems encountered in the evaluation of training.

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