



Formation of the human resource and its impact on organizational commitment

- A field study on newly employed professors at the University of Bouira.

Algeria -

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Abstract ;	Article info
<p><i>This study aims to analyze the role that formation plays in the organizational commitment of the human resource represented by newly employed professors. The study was conducted at the University of Bouira, Algeria. Through a comprehensive survey of the research community, where the questionnaire was applied to 52 newly employed professors. The study is of great importance due to the importance of the subject in improving the quality of training. To study the subject, the unstructured (free) interview, the structured (regulated) interview were used, and statistical analysis was used. The study was structured on several elements, the most important of which are: the concept and importance of formation, the concept of formation and the quality system, the concept and importance of organizational commitment, increased work, belonging to the university.</i></p>	<p>Received 21/02/2023</p> <p>Accepted 23/03/2023</p> <p>Keyword:</p> <ul style="list-style-type: none"> ✓ formation ✓ organizational commitment ✓ human resource ✓ affiliation ✓ increased work

1. Introduction

This study attempts to answer the following question: What is the role played by training in the organizational commitment of newly employed teachers? Which resulted in the following two questions:

- _ Does training contribute to increasing the work of newly employed teachers?
- _ Does training affect the newly employed professors' sense of belonging to the university?

To answer the two questions, we formulated the following hypotheses:

- _ Training contributes to increasing the work of newly employed teachers.
- _ Training affects newly employed professors' sense of belonging to the university.

It should be noted that among the most important studies carried out in this context is the study of "Ben Mlouka Belkhir", which indicated the importance of adhering to the values of work in the Algerian economic institution, given the behavioral phenomena that abounded in it, and the negative results it reached despite its long journey since independence and its adoption. For several different models in running" (بن ملوكة، 2022، صفحة 158)

It should also be noted that we carried out the study within the framework of the theory of "Henry Fayol": The first beginnings of these theories go back to addressing the organization's organizational structure and how to form them in terms of defining goals by assembling the activities and functions necessary to achieve these goals.

These theories focused on specialization and division of labor by creating a coherent organizational structure, i.e. controlling human behavior through the administrative process in various administrative processes such as planning, organizing, controlling and directing.

In this context, these theories have given great attention to the formation variable for the role it plays in developing the capabilities and skills of employees and creativity. The need to provide the factor of expertise and technical competence at the administrative levels, as he was keen to emphasize that both workers and managers need continuous training processes in order to strengthen capabilities and competencies and acquire new skills. This comes through continuous learning and training according to the principle of division of labor, i. With the jobs they occupy on the one hand, and what is compatible with their capabilities and experience on the other hand, as he emphasized that the more individuals are composed of performing their jobs, the lower the production cost resulting from poor performance, and Henry Fayol believes that good performance and false productivity depend on the extent to which the institution forms its personnel. We conclude from all this that "Henry Fayol" emphasized the need for human resources to be distinguished by some characteristics such as scientific experience and administrative skills, and he also stressed the need for education, development and continuous training.

2_ Formation definition: It is the process that aims to develop the professional, technical and behavioral capabilities and skills of individuals, in order to increase their competencies and effectiveness within the framework of carrying out the tasks and roles related to their

current or future jobs. And an effective way to manage human resources, which ensures the growth and development of the organization" (Casse, 1994, pp. 48-49)

Training in its various forms is considered one of the most important elements of development that requires preparing individuals for civilized development.

Formation is a group of pedagogical and didactic activities and situations whose aim is to acquire and develop knowledge in order to practice a task or business, and it includes a group of theoretical knowledge (concepts, principles), skills and attitudes that make a person able to practice a job or profession".

It is an organized and continuous process through which the desired knowledge, skills and attitudes can be transferred to the students.

It is also a process intended to bring about certain changes in the group of workers that make them more capable of performing their current and future work, as well as acquiring skills, knowledge and attitudes.

2-1- Formation foundations:

Among the important training principles that must be taken into account when planning the training program are as follows:

- **Repetition and duration:** Repetition helps to learn to perform any work, but the amount of repetition depends on the nature of the skill to be learned, the learning personality, and the methods used in training. Successful training contributes to reducing management errors, and increases individual satisfaction and loyalty to the institution.

Counseling and guidance: Counseling helps the learner to learn quickly and accurately, and formation associated with counseling is much better than formation without it. Counseling the learner is intended to save time, as the learner learns the correct responses in the least time.

- **Motivation and stimulus:** They are very important in the success of the formation. The stronger the motivation of the formed, the more this helps in the speed of learning and the acquisition of new knowledge and skills. In order for the effectiveness of the trainee to be achieved, the training must be linked to a real need of the trainee that he wants to satisfy, such as a promotion. The effectiveness of training programs is also based on the existence of an effective incentive system that urges workers to take up training seriously.

- **The ideal way of formation:** the total method is the one that dictates that the learner learn to perform the whole work at once, while the partial method is the one that dictates that he learns in successive stages. The component must choose the best way to configure it.

- **Taking into account individual differences:** The differences between individuals in terms of intelligence, capabilities, ambition and attitudes have a significant impact on formation. Hence, these differences must be taken into account when planning training programs and determining the appropriate ways to deliver them to individuals" (بن يمنية، 2015، الصفحات 103-104)

2-2- Formation Objectives:

Formation is a means for economic development, social prosperity and unemployment insurance. It is also a means for developing the capabilities of employees to bridge the gap between actual performance and the required level and career advancement. Its objectives are:

- **Reducing work accidents:** Formation helps workers to perform work properly and without errors, and this reduces work accident rates, which brings many benefits to the organization.

- **Achieving work turnover rates:** Formation plays an important role in reducing cases of leaving work, delays and absences, and reducing disputes between workers.

- **Increasing productivity:** The individual's acquisition of skills through training is reflected in the volume and quality of production. Also, the continuous progress of business at the present time calls for organized formation to keep up with the appropriate minimum for these works.

- **Raise the morale of individuals:** In the sense that formation gives the individual the appropriate amount of skills that lead to an increase in his self-confidence and achieves a kind of psychological and social stability for him.

- **Continuity and stability of the organization:** Formation ensures the stability of the organization and its ability to maintain its effectiveness based on the presence of replacements for employees in the event that they do not continue in their positions as a result of promotion or retirement...

- **Flexibility:** means the ability of the organization to adapt in the short term to changes in the volume of work, and this requires the availability of individuals with multiple skills to transfer them to work that may need them.

- **Improving the organization's reputation:** the formation process leads to improving the organization's relations with external audiences such as customers, suppliers, organizations, government agencies, and employees.

Formation allows the development of a sense of self-realization in the employee, the development of appropriate behaviors for work, and support the positive compatibility of individuals. It also contributes to the development of the organization, through:

- **Individual development:** in terms of performance, relationships and attitudes. That is, the individual's view of his job, levels of performance, and the goals he aspires to achieve.

- **Functional development:** where the level of productivity increases by improving the skills and capabilities of the individual that help him to have good control over the job.

- **Developing the work group:** This is achieved when the individuals working in the team are developed so that they benefit from their resources, which greatly helps them to accomplish their work in coordination and cooperation.

- **Developing the management structure:** as these departments, sections and units consist of work groups, and when the latter are at the required level of skills, experience and information, they progress towards achieving their objectives successfully.

- **The overall development of the organization:** There is no doubt that adopting a tight policy towards the formation of workers, if successful, helps to increase the overall efficiency and effectiveness of the organization.

2-3- Types of formation:

2-3-1- According to the place of formation:

It happens that the formation processes take place on the job site, and this procedure has its advantages and disadvantages. Configuration can also be done outside the configuration site.

On-site configuration:

Training processes can be organized at the work site. Some institutions that have pedagogical structures such as classrooms, equipment, facilities, and means of support and clarification, so that training takes place within the institution itself, and the task of training is usually assigned to one of the qualified executives in the institution.

Training at the workplace allows the line manager or his assistants to give the necessary clarifications to the new employees on how to perform the expected important activities in the work center.

The formation of the work site is attributed to raising the integration of the employee in his work, as the training techniques are based on integrating him into the daily activities.

2-3-2- Formation outside the institution:

Formation takes place outside the institution in a more theoretical way than practical, and this is in contrast to what happens inside the institution and at the work center. Training outside the institution poses several problems. Workers must be laid off temporarily to continue training and perhaps replace them with temporary employees. This is not always easy if the institution may find difficulties in recruiting qualified employees. The movement of employees must also be organized, especially if the place of training is far from the institution.

2-3-2- According to the employment stage:

According to the stage of employment, there are two types of training, where the employer must be committed to choosing the appropriate type that achieves his effectiveness.

Training before joining the job

So that here it is required for the one who wants to work to undergo a formative process inside or outside the institution according to the desire of the employer before he works in the job he wants.

Post-employment training:

This type of training may be for the purpose of renewing knowledge and expertise or improving profitability and performance, so that it is at the request of the direct supervisor or the employees themselves.

3-3-2- According to the nature of the jobs:

There are three types of configuration:

-Vocational and technical training: This formation is related to Bedouin and mechanical works such as maintenance, operation and electrical work.

-Specialized training: It pertains to certain professions that require careful and specialized formation in a specific subject related to the work, and it facilitates the employee to understand his job in a better and distinct manner.

-Administrative training: This type of training seeks to provide the trainee with various knowledge and information that include various management processes such as planning, organizing, directing and controlling.

3- Human Resources Management:

Most thinkers agree that the most important factor that makes a difference in the development of an organization is the competence of people. Therefore, the organization that wants to be in the lead must control the development of the competencies of its employees. Competency development is defined as "a set of activities dedicated to the use and development of individuals and groups in an optimal way with the aim of achieving the organization's mission and improving the performance of individuals, as the path development activities (training, employment, motivation...) represent means to improve the performance of the organization and are not an objective in itself" (Lou Van , 2006, p. 34)

The success of institutions in their work requires the availability of individuals with high competencies and superior capabilities through their formation, as the latter is considered an effective tool of management to achieve the administrative development of the organization and its human resources in addition to that it represents the confrontation of the problems of the organization and its personnel.

Attention to the human element is not born in the present, but rather it is a subject dictated by the general directives of the successive leaderships of the organizations, as well as the consecration of legal systems that precisely defined the modalities of management, by the responsible bodies.

So the subject of human resources is considered relatively recent in the management of individuals, and it began to be used in the early seventies, as research and studies in behavioral sciences confirmed that individuals are resources and not just people who move and act according to their feelings and emotions. With the passage of time, this importance of human resources has increased and through its adoption of this approach, which is that these people can achieve many benefits for the organization as well as the individual alike,

and it was able to benefit from satisfying the needs of individuals and increasing organizational effectiveness, and considered these two elements complementary to each other and not separate. This entry is based on the following:

- People are an investment that, if well managed and developed, can achieve long-term gains for the organization, apparently by increasing its productivity.

Policies, programs and practices must be directed to satisfy the psychological and economic needs of the individual.

- The work environment must be created to encourage individuals, develop their competence and make the most of their skills.

- Human resources programs and practices must be developed and implemented taking into account achieving a balance between the objectives of the organization and individuals" (غربي و آخرون، 2007، صفحة 40)

Therefore, the human element is the most important element that makes up any organization. Human resources are the driving forces for any organization and the source of all energies and achievements. It is the individuals who define goals, policies and programs, and they are the ones who generalize them and distribute roles and responsibilities, and they are the ones who bear the responsibility for managing, directing and rationalizing the use of material resources. and humanity in the interest and achievement of goals, and they do the work that the machine is unable to do.

Perhaps the most prominent global influences, variables and trends in management concepts is that complete transition and great care of human resources as the cornerstone of the most important resource on which management relies in achieving its objectives.

This complete conviction of the main role of the human resource has crystallized in the following set of foundations included in the new administrative structure:

- The human resource is primarily a mental and intellectual energy, a source of information and innovations, a working element and is capable of positive participation with thought and opinion.

- The person in the organization desires by nature to participate and assume responsibility, and is not satisfied with mere negative performance of a set of tasks determined for him by management, but rather wants the initiative and seeks development, achievement and capacity development.

- That is, if a person is well employed, selected, trained, and prepared with work compatible with his skills and desires, then it is sufficient after that to direct him remotely and indirectly, and he does not need intervention from the supervisor or oversight to perform his duties.

- That a person increases his giving and his efficiency increases when he works within the framework of a group or teams of colleagues, all of whom participate in shouldering the responsibility at work.

Based on this, we conclude that the new and modern philosophy that deals with the human resource is summed up in respecting the human being and investing his energies as a partner in everything related to the organization and not just a wage-earner.

This is briefly the introduction to human resources and its fields, but the question raised is about who performs its functions. In an attempt to answer this question, we say that those who perform human resources functions are often managers, as they participate in carrying out training and employment activities and this evaluation of individuals, and those who perform these functions differ according to each An institution and its size. In small-sized enterprises, the business owner or manager performs most of the jobs of individuals. As for large-sized enterprises, it pertains to a department or human resources management. This section is supervised by one or more human resources specialists who are trained in one or more areas of management human resources.

We conclude from the foregoing that management is that process that includes the implementation of the leader's activities with regard to directing and organizing his members to bring them to the desired goal.

The human resource: It is that important human energy that works at the level of institutions and is classified as a basic factor to move its activities.

So the management of the human resource is the process of managing and managing the affairs of individuals, leading them, directing them and organizing them in order to enable them to implement the plans set for them with the aim of preserving the organization and its employees and the continuation of their existence and self-affirmation. It is also the ability to confirm the energies of individuals and the possibility of developing and employing them well.

3- 1- Quality of human resource management:

Intellectuals and researchers in the field of public administration and business administration disagreed about the definition of quality and its dimensions, each defines it according to his field of specialization, and research and studies expanded on the concept of quality, due to its importance in achieving status in the local and global market.

Quality means generosity, and it indicates a large number of generous giving and good performance that reaches an extraordinary level.

The concept of QUALITY goes back to the Latin word QUALITAS, meaning quality, which means the nature of a person or the nature of a thing and the degree of its powers, and in the past it meant accuracy and perfection" (الدراكة و شلبي، عمان ، صفحة 15)

It is the nature of something that is more or less distinct, in the sense of good or bad.

the quality is "the suitability of the product for use, that is, the ability to provide the best performance" (Gerard & longois , 1992, p. 45)

The American Society for Quality Control considers it as: "the set of characteristics related to the product or service, the activation of which leads to the satisfaction of the expected or desired needs" (الغزوي ، 2005 ، صفحة 141)

3-2- The evolution of the quality system throughout history:

The term ISO stands for the International Standardization Organization, which was founded in 1947.

Its mission is to set a set of standards for the quality system that can be applied in any organization and in all sectors of activity, and the mission of this organization does not depend on this only, but it also follows up and monitors the process of applying these standards in the organization. This process takes place with the presence of a third element, as the International Standards Organization is active with the presence of a group of national standards organizations, which are considered the mediator between the organizations and the ISO organization. For example, in Algeria, we find the Algerian Institute of Normalization.

The idea of a quality system or international standards dates back to the British Ministry of Defense, which needed a system to ensure the quality of weapons and equipment supplied by producing companies.

Thus, the so-called defense specifications began, which are quality procedures that must be adhered to and proven by designers and suppliers of military equipment. The latter was incorporated into the so-called Allied Standards for Quality, which is still used by NATO to ensure the quality of military equipment supplied to Allied countries.

In the year 1987, specifications from the ISO 9000 series appeared for the first time, which is a series of written standards issued by the International Organization for Standardization to identify and describe the main elements required to be available in the quality management system adopted by the organization's management to ensure that its products (goods or services) are in line with the needs, desires and expectations customers" (عبد العزيز ، 1995 ، صفحة 147)

The ISO series is also known as an integrated system consisting of a set of international standards, which are developed by the International Organization for Standardization to in turn grant certificates to these institutions in light of the availability of these standards. The ISO certification stipulates that organizations must maintain 17 quality records, in order to prove the integrity and efficiency of their quality system, including: quality record Contract audit history, product design review record, internal quality audit log, training log" ... (الصفحات 63-64 ، 2001 ، عمر وصفي)

With the passage of time, the insistence of organizations all over the world to obtain the ISO certificate increased, due to the importance it gained from the benefits that organizations reap, represented in:

- Allowing organizations to manage and manage the quality of their products and services using a globally recognized model, which increases customers confidence in the organization' outputs" (Druet & Pillet, 1998, p. 47)

- Achieving high profits and extending the organization's economic life in the markets as a result of increasing confidence in the organization's goods and services;
- Providing opportunities for commercial and marketing activities to expand the scope of markets, as well as entering global markets with high capacity and efficiency;
- Providing a common and clear language and terminology at the international level" (الدرائدة و شلبي، عمان ، الصفحات 232-233)

3-3-The total quality system and its relationship to higher education:

Universities of the world, and Arab universities in particular, seek to control the quality standards that they reach in order to improve their services and make them a university with a local and global competitive advantage. Quality in profit-making organizations is the quality of the commodity, which is meant by: Complete satisfaction and meeting customer needs" (الصحف ، 2006 ، صفحة 90)

As for the quality of service, it means: "that difference that separates the customer from the service and the quality that he feels after using the service or providing it to him" (Gerard & longois , 1992, p. 45)

This is because the quality within the university is related to the teaching material provided by the professor and the strategy that he follows in developing his performance, and the quality in this is related to the effectiveness of the curricula that the university administration is working hard to constantly improve to live up to what makes them distinctive.

Where we notice that Arab universities are still far from being disciplined by quality standards in providing their services, and this is embodied in the student holding a certificate who needs to equalize his university degree in his home country if he wants to transfer to an Arab or non-Arab university, because those universities do not recognize his certificate. This is what calls universities to race towards applying and controlling ISO standards.

4- The concept of organizational commitment:

In the last thirty years, the subject of organizational commitment has received the attention of many Western and Arab researchers in the field of organizational behavior and industrial psychology. That is the Japanese experience, where the organizational commitment of individuals working in Japan is considered sacred for them, followed by the Germans who are committed to working in their institutions until retirement and are keen to provide the best product and service for their organizations.

Organizational commitment reflects the degree of integration of the individual into the organization and his interest in continuing in it, and the concept of organizational commitment is completely different from the concept of satisfaction with work, because the individual may be satisfied with his work, but he hates the organization in which he works, and he would like to practice the same work in another organization, and vice versa, the individual may love work in a particular organization, but he hates the work he does.

It is the extent of interest in the feelings of individuals towards the institutions in which they work, and the extent of their unity with their institutions and their attachment to them.

It is the intense desire to continue to be a member of a particular organization, and a willingness to make a high effort for the organization, in other words, it is a trend about the loyalty and affiliation of employees to the organization, and it is a continuous process through which employees in the organization express their interests and concern for the organization and its continued success and survival.

From the above, we can define organizational commitment as:

The nature of the link between the employee and the organization, the extent of his attachment to it, and the impact of this link on the efficiency and effectiveness of the organization.

4- 1- Types of organizational commitment

There are several types of organizational commitment, namely:

A- Continuing Commitment: Continuity commitment refers to the strength of the individual's desire to remain in a particular organization because he believes that leaving work in it costs him a lot. The continuing commitment refers to the strength of the individual's need to work in the organization because he cannot bear the burdens of living in another way.

The continuous commitment is based on the individual's commitment to remain in the organization as long as it achieves benefits, i.e. directing the benefits that the individual obtains from his current work, and these benefits can be affected if the individual leaves the organization.

B - Emotional commitment: It expresses the strength of the individual's desire to continue working in a particular organization because he agrees with its goals and values and wants to participate in those goals. Sometimes some organizations go through periods of fundamental change in which some of the goals and values of the organization may change. Here, the individual asks himself if he can adapt to the new goals and values. If the answer is yes, then he will continue with the organization, but if he finds that it will be difficult for him to adapt, he will leave the work in the organization.

Emotional commitment is related to the consistency of goals, and refers to the person's desire to continue working because of his compatibility with him and his desire to perform that.

Influential (emotional) commitment is based on the direction of the individual's goals in line with the goals of the organization. It is the relative strength of the individual's association with the organization, his integration with it, and his strong desire to remain in it. The individual expresses this type of affiliation in the following terms:

- I have a strong sense of belonging to the organization I work for.
- I feel emotionally attached to this organization.
- I feel like a family member in this organization.
- I would be happy to spend the rest of my life working for this organization.

C- Normative commitment:

It refers to the individual's feeling that he is obligated to stay in the organization because of the pressures of others. People who have strong normative commitment take into account to a large extent what would others say if he left the job? He does not want to cause concern to the company or leave a bad impression on his colleagues because of His abandonment of work, then, is a moral commitment, even if it is at the expense of himself. Normative commitment refers to employees feeling compelled to stay in the organization due to pressure from others.

The normative commitment is another type of commitment, and it expresses the moral and personal commitment to adhere to the values of the organization, and it results from being affected by the social, cultural and religious values.

4-2- The importance of organizational commitment:

Among the reasons that highlight the importance of organizational commitment and the growing interest in this concept are:

- _ Organizational commitment is one of the basic indicators for predicting many behavioral aspects, especially the rate of work turnover.
- _ The field of organizational commitment has attracted both educators and human behavioral scientists due to what it represents as desirable behavior.
- _ That organizational commitment can help us to some extent explain how individuals find their purpose in life.

Why bother nurturing organizational commitment ?

The behavior of individuals who have strong organizational commitment differs from other individuals, and this is evident from the following:

- The probability of a committed employee leaving the job is low: People who have strong organizational commitment are less likely to leave work or be absent, meaning that they are more stable at work, noting that the abundance of absence may not only be due to the strength of commitment or not, but may be due to other reasons, including cultural background.
- The committed employee is more willing to sacrifice for the sake of the organization: In addition to the desire to continue with the organization, the employee who has strong

organizational commitment is more willing to sacrifice for the survival and continuity of the organization.

4- 3- Stages of organizational commitment:

The process of linking the individual to the organization goes through two phases:

- The stage of the individual joining the institution in which he wants to work: Mostly, his choice falls on the organization that he expects to fulfill his desires and aspirations.

Organizational commitment stage: where the individual is keen to make a great effort in order to achieve and advance the goals of the organization.

There are three stages of organizational commitment:

- **Obedience or Obedience:** The commitment of the individual is based on what he will receive from the organization in terms of benefits at the beginning, so we see him accepting the authority of others, and abiding by what they demand in exchange for obtaining various benefits from it.

- **The stage of congruence or similarity between the individual and the organization:** We find that the individual accepts the authority and influence of others in order to desire and continue to work with it, as it satisfies his need for belonging, so he feels proud of his belonging to it.

- **Adoption stage:** The individual considers the organization's goals and values as goals and values for him.

- **Job enrichment:** Job enrichment by vertically deepening the job makes the individual more responsible for his work and gives him more freedom of action and independence and more participation in making decisions affecting his work, and this would strengthen the organizational commitment of individuals.

Such as giving individuals good opportunities to control the way they perform their jobs, and appreciating them for their important contributions. This method has succeeded in the Ford Company with the program of engaging workers, and they have enjoyed a great deal of independence in performing their work and it was a very effective solution to increase commitment.

- **Finding a kind of compatibility between the interest of the company and the interests of the employees:** Employees must feel that the benefits achieved by the company also benefit them because this feeling would strengthen their commitment to the organization. Some companies try to achieve this directly through incentive plans, especially profit-sharing programs. Such plans and programs, if applied in a fair manner, play an effective role in strengthening the organizational loyalty of individuals.

Therefore, the company's interests must be linked to the interests of its employees, that is, when they have the same interests and benefits. This applies to companies that apply a profit-sharing policy and incentive programs for employees, and thus make employees see

that their personal interests are consistent with the interests of the company, and when these interests coincide, the commitment is high.

- Attracting and selecting new employees whose values are compatible with the values of the organization: The more the individual's values are compatible with the organization's values and goals, the stronger he has the commitment "especially the emotional commitment" towards the organization. .

In conclusion, it is useful to look at organizational commitment as a trend that management can influence, and it is not only necessary to choose those who have the advantages of commitment, but also to use several strategies that improve it if it appears that it is not appropriate.

4- 5- Factors forming organizational commitment:

Factors helping to form and build organizational commitment are:

- Policies: The need to work on adopting internal policies that help satisfy the needs of individuals working in the organization.

- Clarity of goals: Clarity of organizational goals helps to increase the organizational commitment of individuals.

- Work to develop employee participation in the organization: Participation by individual employees helps in a positive way to achieve the goals of the organization.

- Work to improve the organizational climate: the organizational climate is that area that includes methods, methods, tools, elements and interactive relationships within the structure of the organization between individuals.

Applying appropriate incentive systems: A good organizational climate requires appropriate moral and material incentive systems. The availability of appropriate systems leads to increased satisfaction with the organizational climate and the organization as a whole.

- Work on building an organized culture: The interest in satisfying the needs of employees and looking at them as members of a single work environment that establishes excellent performance standards for its members and works to provide a high degree of mutual respect between the management and the working individuals.

Leadership style: The major role that management must play is convincing others, in an appropriate work atmosphere, of the need to carry out work accurately and effectively.

4-6- Results of organizational commitment:

The results of organizational commitment at the level of individuals include both positive and negative results. Positive results confirm that a high level of organizational commitment may be associated with a number of positive results or outcomes for individuals such as increased feelings of belonging, security, positive self-perception, strength, and the existence of goals according to the individual's life. Increased commitment

leads to an increase in organizational rewards. Committed individuals must receive more rewards than non-committed individuals in order to encourage them to make an effort.

While we find that the negative results confirm that the benefits and advantages that accrue to individuals from the commitment to the organization are linked to costs. Although the commitment has many benefits that accrue to the individual, there are some negative aspects of this commitment, including: lack of opportunities for career advancement, lack of opportunities for self-development and growth, increased family and social pressures

As for the level of commitment to organizations, we find that its positive results are represented in: Increasing the chances of effectiveness in relation to the organization, through: increased effort, low turnover rate, low absenteeism and lateness.

- Increasing the organization's attractiveness to individuals outside the organization: Because the most committed individuals give a positive and clear image of the organization, which makes it more able to attract highly skilled individuals.

We must note in this regard that the rates of turnover and absence have positive and negative results in light of the circumstances surrounding the organization, the workplace, the benefits that employees obtain from the organization, whether economic, social, recreational or natural, and the cost of obtaining them.

The negative results are: Low ability to innovate and adapt, as individuals who are highly committed to the organization usually tend to discuss the organization's policies, which limits the organization's ability to innovate. The organization usually creates the ability to innovate and create.

4- 7- Effects of Regulatory Commitment:

Commitment affects the following organizational variables:

_Morale: Studies indicate that organizational commitment has a major role in raising morale, which results in individuals' love for their work and organizations and their enthusiasm to do the required work. They have low organizational commitment and low productivity.

_ Outstanding performance: Individuals who have high degrees of organizational commitment in their work environments are characterized by good job performance resulting from the individuals' love and enthusiasm for work and their commitment to the objectives of the organization.

- Staff leakage: The leakage of employees or their leaving their work in administrative organizations is considered one of the negative phenomena that threaten the lives of organizations and prevent their progress and result in negative effects, including:

- Disable functionality: Disruption resulting from the loss of good competencies of workers as a result of their leaving the organization, and disruption resulting from a job vacuum as a result of the lack of competencies, as well as disruption as a result of the costs of the process of searching for suitable alternatives.

- **Confusion in social patterns and communications:** If the individuals leaving work have high skills and competencies in terms of performance, communication and participation, then their leaving work will affect all these advantages, including destabilizing the cohesion of individuals and their confidence in the organization and lowering their productivity.
- **Low morale:** If the process of leaving the organized workers and going to another place of work continues, this will weaken the morale of the rest of the working individuals, and then low productivity, decline in organizational structure and high costs.
- **The high costs:** Workers' leakage entails high costs, such as announcing new jobs, followed by training costs and adaptation costs in the new work environment.
- **Increased workload:** As a result of leaving work, the workloads on the employees in the organization will increase, and the increasing pressures on individuals form exhaustion, effort, and draining of energies to thinking of leaving work and looking for another place.

Because commitment strongly affects many main aspects of work behavior, and the evidence for that is:

- _ A low level of commitment is associated with a high level of absenteeism and a strong desire to look for new jobs.
- _ The low level of commitment is related to the unwillingness to participate and make sacrifices, as we find that the most committed individuals are more giving in nature.
- _ The low level of commitment has a negative impact on personality. Contrary to what is expected, research has shown that individuals who are more attached to their institutions enjoy a successful professional life and a happy personal life. All of this generated great importance for designing steps that help increase the level of job commitment.

Field side:

The field aspect is one of the most important basic elements on which studies and research depend, as it is considered an important step in the study as it helps to reach scientific answers to the questions of the study and to ensure the validity of the hypotheses and give them a scientific character. The temporal field, then the methods used in the study, in addition to the techniques and tools that are useful in collecting information and data related to the study, leading to the sample and its selection method.

The methodological methods used: Exploratory study: It is very necessary for the design of the study, and it was conducted in the months of September and October 2023 at the University of Akli Mohand Oulhaj, Bouira, Algeria. There was familiarity between the study and the researcher.

Before starting the data collection, we decided to make some field visits to some of the new professors who succeeded in the job competition, with the aim of surveying the field on how they perform their duties. In order to enrich the subject of the study.

Study Approach:

The scientific method is the endeavor of researchers in all fields of science, despite the differences, but they share one goal, to delve deeper into knowledge about the world. As the scientific method imposes observation of reality with the maximum possible objectivity so that the methodological procedures and tools that have been tested become more valid, and thus establish a correct and sound study.

In view of the nature of this study and the expected goal of conducting it, we relied on the analytical descriptive approach, which means the organized method for studying current facts related to a phenomenon, situation, individual, events, or certain situations with the aim of discovering a new fact or to verify the validity of old facts and their impact, and the relationships emanating from them and interpreting it and revealing the aspects that govern it.

The descriptive analytical approach is used most often in studies because of its scientific importance in analyzing reality. It does not proceed from non-existence, but is subject to the data resulting from the accurate description expressed qualitatively and quantitatively, using the various tools used to collect data such as observations, interviews, and questionnaires, which provide the researcher with a strong base for building a scientific and objective analysis that contributes to anticipating the future.

In view of this, we used in our study this descriptive analytical approach as the most appropriate approach for our subject, as it helps us in analyzing the studied phenomenon, as it is compatible with the nature of the subject and what is related to the problem and the field. The main reason behind the widespread use of this approach is its great flexibility and comprehensiveness.

fields of study:

The spatial field of the study: The spatial field of the study means the geographical space in which it was conducted, and in order for the researcher to succeed in his research, he must have sufficient knowledge about the research community, and this is what is achieved during the stages of the study. The study was conducted at Akli Mohand Olhadj University, Bouira, Algeria. It is located on Driss Yahia Street, opposite the Council of the Judiciary, Bouira Province. It was established in 2005 as a university center affiliated with the University of Boumerdes, then chartered and became a university in 2012.

The University of Akli Mohand Oulhaj, Bouira, was established by Executive Decree No. 12-241 of Rajab 14, 1433 corresponding to June 04, 2012, which includes the establishment of the University of Bouira, a public institution of a scientific, cultural and professional nature. The issuance of the aforementioned executive decree resulted in announcing the restructuring of the university, and it consists of six (06) colleges and two institutes:

- Faculty of sciences and technology.
- Faculty of Natural Sciences, Life and Earth Sciences.

- Faculty of Arts and Languages.
- Faculty of Social and Human Sciences.
- Faculty of Economic, Commercial and Management Sciences.
- Faculty of Law and Political Science.
- Institute of Technology.
- Institute of Science and Technology of Physical and Sports Activities.

In addition to the deputies of the directorate at the university presidency level, they are charged with:

- Higher education in the first and second cycles, continuous training and certificates, as well as higher education in graduation.
- Higher education in the third cycle, university qualification and scientific research, as well as higher education after graduation.
- External relations, cooperation, activation and scientific demonstrations.

- **The temporal field of the study:** The temporal field of the study means the timing of its conduct. The study was conducted from September 10, 2022 to December 10, 2022. That is, it lasted three months, and the study was conducted during the academic year 2022/2023.

The human field of study: the newly employed university professors of the University of Bouira, and their number is 52 professors.

- **research community:** It is meant as a set of predefined elements. The research community in our study was limited to newly employed professors, with a total of 52 professors.

Hence, in our study, we relied on the intentional sample as the most appropriate, and the intentional sample (objective) is defined as the sample whose members are deliberately selected by the researcher due to the availability of some characteristics in it and not others.

- **Techniques and tools used:** The research techniques and tools are what allow collecting data in the field about the phenomenon to be studied, and the researcher must choose the technique and tool that are appropriate to the approach he follows and the nature of his subject.

Research is the search for research tools. In this sense, it is not possible to track a ready-made and typical methodology because it does not exist, as "work methods and their arrangement vary according to the diversity of each research (Quivy, 1988, p. 6) . The methodological plan starts from the nature of the research in itself, provided that we do not cancel the agreed methodological rules.

Accordingly, given the use of all members of the sample, the social survey has been applied

- **Social Survey:** The term social survey indicates statistical reports for descriptive or explanatory field research that includes quantitative information" (مذكور و آخرون، 1975، صفحة 543)

The survey is a general study of a phenomenon present at the present time in a specific group and a specific group.

And the survey has several steps that can be summarized as follows:

_ The survey begins to determine its purpose clearly, and this includes determining the problem and scientific considerations on which its goal is based.

_ Drawing a plan for the research progress, which includes determining the field of survey in terms of sample, location and time.

_ Data collection, and this can be by several means, such as interview, referendum, observation and different standards.

_ Data analysis statistically analysis and interpretation by logical measurement.

_ Eliminate the results with an estimate of the extent of confidence in the statistical results when applied to the total from which the sample was taken" (زيان، 1983، صفحة 132)

_ Unorganized (free) interview: "a serious conversation directed towards a specific goal, which is linked to collecting data related to a specific research (محمد، 1995، صفحة 46)

The interview is considered one of the most important research means to collect information and data from the field that occurs between two people, the researcher who collects information and classifies it and the researcher who gives information to the researcher after answering the questions addressed to him.

This technology is usually used in reconnaissance research, where the topic is a group of confused and mysterious ideas, and this does not mean that the researcher asks for any subject and in any way, but the researcher chooses a general framework related to the essence and goal of the research, and this means that the shortest way to know what the researchers think is that They ask them questions that do not accept any interpretation, and thus reach their confidence. This technology is used to determine the topic of research.

The irregular (free) interview was conducted, especially in the exploratory study, where data and data were collected from newly employment professors and from their components.

- **The organized interview (codified):** in which the elements of the interview, their arrangement, their number, their system and the surrounding conditions are determined in advance and accurately such as: the appointment, the place, the people etc., which is a set of harmonious, varied and arranged questions systematically and cognitively that is in line with the goal of the research, it is A guide that includes a list or a set of specific and arranged questions, and includes several sub -subjects and intended, related to the topic of the research that the researcher will be during the interview. In the sense that these questions are directed to the respondents in order to obtain information and data expected from the research" (داليو و غربي، 1999، صفحة 192)

We have used this technique to find out information and data from newly recruitable professors and from their component professors ... and this is for the imam in various aspects of the topic.

In this regard, we point out that the more the researcher is distinguished by simplicity and spontaneity, the more comfortable and reassuring the researcher makes as possible to give the largest possible information as possible, as "the interview succeeds from the moment when the researcher uttered his first words with the researcher" (**Mariet , 1975, p. 65**)

It should be noted that, in parallel with the interview, the observation was used to know the reactions of the respondents to know the indications of meanings.

_ The questionnaire: It is a model that includes a set of questions addressed to individuals, with the aim of obtaining information on a specific topic or a specific problem through a confrontation position that combines the researcher and the researcher in the fact that one. It included 31 questions distributed as follows:

- _ Questions about the characteristics and features of the sample
- _ Questions about the formation of newly employment professors
- _ Questions about the effect of training in increasing work for newly employment professors
- _ Questions about the effect of training in the feeling of newly employed professors to belong to the university
- _ Various general questions

The questionnaire contained 31 questions, a variety between closed and open questions.

We note that in the process of interpreting the results, the organizational commitment was linked to the various indicators of the formation of the human resource within the framework of the general university. The most effective principle in studying topics is the principle of inclusiveness, which means according to "Madeeline Grawitz", "a methodology in the search for relationships between phenomena does not start from two elements or a group of elements that arbitrarily isolated from each culture but rather from the components of the latter " (**Grawitz , 1981, p. 116**)

Finally, the interpretation of the results: It is intended by the result obtained by arranging the significant discourse and the meaning of the discourse, by organizing the perceived data (the perception of the speaker) and the moral axes of the meaningful discourse and linking it to the research hypotheses" (**Blanchet , 1985, pp. 245-254**)

It should be noted, and to facilitate the analysis process, we assemble the data obtained and unloaded in the SPSS program and represent it in statistical schedules.

-Presenting, interpreting and discussing results

Research community offer:

Table 01: Study sample

Number of forms	T	%
Acceptable forms for study	50	96,15
Unaccredited forms	02	03,84
The canceled forms	00	00
Total distributed forms	52	100

Through the results obtained from the table, we note that the total number of distributed questionnaires is 52, of which 50 were retrieved, which represents 96.15% of the size of the selected sample, while the number of questionnaires that were not retrieved is 02, representing 03.84%. % of the total selected sample.

Table 02: Distribution of respondents by gender

sex	T	%
males	25	50
females	25	50
The total	50	100

Through the results obtained from the table, we notice that there is a correspondence between the percentage of male professors, 50%, who numbered 25, compared to 50%, which represents the percentage of female teachers, whose number reached 25.

So the gender is not important in view of the nature of the job, hence there are no differences between the qualifications of male and female teachers.

Table 03: Distribution of respondents according to age

Age	T	%
Less than 30 years old	08	16
From 30 to 40 years old	30	60
More than 40 years old	12	24
The total	50	100

Through the results obtained from the table, we note that the percentage of teachers whose ages range from 30 to 40 years represents 60%, and their number reached 30, followed by the age group of more than 40 years at 24%, and those who numbered 12 finally reached 16%, representing a percentage of less than 30 years They numbered 08 professors.

We notice in the ages of the study sample that the largest percentage belongs to those between the ages of 30 to 40 years, representing 60%, and it is distinguished by the experience gained resulting from the previous years of work.

Table 04: Distribution of respondents by faculty/institute

Faculty / Institute	T	%
Faculty of Natural, Life and Earth Sciences	10	20
Faculty of Science and Applied Sciences	14	28
Faculty of Social Sciences and Humanities	10	20
Faculty of Law and Political Science	01	02
Faculty of Arts and Languages	04	08
Faculty of Economic, Commercial and Management Sciences	10	20
Institute of Technologies, Physical Activities and Sports Sciences	01	02
The total	50	100

Through the results obtained from the table, we note that the general specialization of newly employed professors is the largest, with 28% representing 28 professors belonging to the College of Science and Applied Sciences, followed by a percentage of 20% representing 10 female professors belonging to each of the College of Natural Sciences, Life and Earth Sciences, and the College of Economic, Commercial and Management Sciences. The College of Social and Human Sciences, followed by 80% representing 40 professors from the College of Arts and Languages, and finally 20% representing 10 professors from the College of Law and Political Science, as well as from the Institute of Technologies, Physical Activities and Sports.

We notice a discrepancy in the distribution of the number of professors according to colleges and institutes, and this is due to employment needs and necessities.

Table 05: The meaning of organizational commitment among teachers

Commitment organizational	It shows the nature of the link between the employee and the organization		How attached the employee is to the organization		The impact of this link on the efficiency and effectiveness of the organization		The extent of compatibility between the employee's goals and the goals of the organization		The employee's loyalty and belonging to the organization		Maintaining the continuity and progress of the organization		Other		The total	
	T	%	T	%	T	%	T	%	T	%	T	%	T	%	T	%
Age																
Less than 30 years old	08	20	07	17,5	05	12,5	06	15	05	12,5	06	15	03	7,5	40	14,08
From 30 to 40 years old	29	16,38	28	15,81	27	15,25	26	14,68	27	15,25	25	14,12	15	08,47	177	62,32

More than 40 years old	11	16,41	10	14,92	09	13,43	08	11,94	10	14,92	11	16,41	08	11,94	67	23,59
The total	48	16,90	45	15,84	41	14,43	40	14,08	42	14,78	42	14,78	26	10,48	284	100

Through the results obtained from the table, we note that the meaning of the organizational commitment of the professors is limited to the following: It shows the nature of the relationship between the employee and the organization by 16.90%, followed by a percentage of 15.84%, which represents the extent of the employee's attachment to the organization. The extent of the employee's attachment to the organization, followed by a percentage of 14.78% represents the employee's loyalty and belonging to the organization, and the same percentage of 14.78% represents maintaining the continuity and progress of the organization, followed by a percentage of 14.43% representing the impact of this association on the efficiency and effectiveness of the organization, followed by a percentage of 14.08% representing the compatibility between the employee's goals and the goals of the organization. Finally, a percentage of 10.48% represents others such as defending the organization, the desire to renew knowledge to serve the organization... It should be noted that there is no indication of age regarding the meaning of organizational commitment among professors.

Table 06: The impact of training on organizational commitment

the influence / sex	Yes		No		The total	
	T	%	T	%	T	%
males	24	96	01	04	52	50
females	25	50	00	00	52	50
The total	49	98	01	02	05	100

Through the results obtained from the table, we note that the majority of teachers believe that training affects organizational commitment, and this is a percentage of 98% male professors, whose number reached 49, of whom 24 are males, representing 96%, and 25 females, representing 50%. In contrast, we find a percentage of almost non-existent 01% representing one professor who believes that the formation does not affect the organizational commitment.

It should be noted that most of the professors indicated that the training period is not sufficient.

Analysis and discussion of the first hypothesis: Training contributes to increasing the work of newly employed teachers

Table 07: The impact of training on increasing the work of newly employed teachers

Commitment organizational	Sex	I am keen to make a great effort in order to achieve and advance the goals of the organization	I am keen to raise the quality of the organization by increasing scientific production	I am keen to raise the quality of the organization by increasing the quality of scientific production	I participate in the activities of the organization in order to raise the rating of the organization	I do all my work accurately and efficiently	I am not absent or late, and I respect work timing	I am working on developing my competencies, and I update	The total	
									T	%
	males	20	14,59	13,86	12,40	16,05	15,32	17,51	137	49,45
	females	22	15,71	12,85	13,57	15,71	15,71	17,85	140	50,54
	The total	42	15,16	13,35	12,99	15,88	15,52	17,68	277	100

Through the results obtained from the table, we note that the effect of training on increasing the work of newly employed professors is limited to the following: I work on developing my competencies and miss a jour at a rate of 17.68%, followed by a rate of 15.88% representing I complete all my work accurately and effectively, followed by 15.52% represents I am not absent, I am not late, and I respect work timing, followed by 15.16%, which represents I am keen to make a great effort in order to achieve and advance the goals of the organization, followed by 13.35%, which represents I am keen to raise the quality of the organization by increasing scientific production Good, followed by a percentage of 12.99% representing I participate in the activities of the organization in order to raise the classification of the organization, followed by finally a percentage of 09.38% representing various other answers such as increasing productivity and achieving benefits for the organization...It should be noted that there is no indication of gender regarding the meaning of The effect of training in increasing the work of newly employed professors.

Based on the foregoing, the results obtained proved that the training had an effect on increasing the work of newly employed professors.

Including the first hypothesis, which states: Training contributes to increasing the work of newly employed teachers, is correct and has been proven.

Analyzing and discussing the second hypothesis: Training affects newly employed professors' sense of belonging to the university

Table 08: The effect of training on establishing a sense of belonging among newly employed teachers

The feeling of belonging	Specialization general	A strong sense of belonging to the organization I work for		I feel emotionally attached to the organization I work for		I feel like a family member with this organisation		I would be happy to spend the rest of my life working on this organization		I feel the presence of a good organizational climate in the organization		other		The total	
		%	T	%	T	%	T	%	T	%	T	%	T	%	T
	Faculty of Natural, Life and Earth Sciences	35	7	25	5	40	8	10	2	30	6	1	5	20	24,13
	Faculty of Science and Applied Sciences	21,42	9	19,04	8	11,90	5	14,28	6	23,80	10	4	19,09	42	27,81
	Faculty of Social Sciences and Humanities	19,35	6	12,90	4	29,03	9	9,67	3	22,58	7	2	6,45	31	20,52
	Faculty of Law and Political Science	1	1	1	1	1	1	1	1	1	1	1	1	6	3,97
	Faculty of Arts and Languages	26,66	4	20	3	13,33	2	6,66	1	20	3	2	13,33	15	9,93
	Faculty of Economic, Commercial and Management Sciences	2580	8	19,35	6	22,58	7	6,45	2	22,58	7	1	3,22	31	20,52
	Institute of Technologies, Physical Activities and Sports Sciences	1	1	1	1	1	1	1	1	1	1	1	1	6	3,97
	the total	23,84	36	18,54	28	21,85	33	10,59	16	17,21	26	12	7,94	151	100

Through the results obtained from the table, we note that the effect of training in consolidating the sense of belonging among the newly employed professors is limited to the following: A strong sense of belonging to the organization in which I work at a rate of 23.84%, followed by a rate of 21.85% representing I feel that I am a member of the family in this way. The organization, followed by 18.54% representing I feel emotionally attached

to the organization in which I work, followed by 17.21% representing I feel a good organizational climate in the organization, followed by 10.59% representing I would be happy to spend the rest of my life working in this organization Finally, it was followed by 7.94%, representing various other answers such as achieving psychological and social stability, increasing self-confidence and comfort... It should be noted that there is a great convergence of teachers despite their different scientific specializations.

Based on the foregoing, the results obtained proved that the training had an impact on the newly employed professors' sense of belonging to the organization (the university).

Including the second hypothesis, which states: Training affects the newly employed professors' sense of belonging to the university, is correct and has been proven.

- Conclusions and suggestions:

- Training contributes to increasing the work of newly employed professors.

The composition affects the newly employed professors' sense of belonging to the organization (university).

- Most of the professors indicated that the training period is not sufficient to satisfy their knowledge building.

- There are no differences between the academic qualifications of male and female teachers.

- There is no indication of age regarding the meaning of organizational commitment among teachers

Training is positively related to the acquired professional experience resulting from previous years of work.

The distribution of the number of professors is due to employment needs and necessities.

- Most of the professors believe that the training program is not sufficient to satisfy their scientific desires.

- Carrying out studies and research on human resource formation and organizational commitment and valuing them in the field.

- Suggesting the continuous training of teachers because of its importance in ensuring the quality of work and the quality of their lives.

- A proposal to activate the training according to the Ministry of Higher Education and Scientific Research's vision.

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