

The status and importance of evaluating the performance of human resources in the process of strategic decision-making at the economic institution, a case study of the Sonelgaz Corporation, Ain Témouchent.

مكانة وأهمية تقييم أداء الموارد البشرية في عملية إتخاذ القرار الإستراتيجي بالمؤسسة الإقتصادية، دراسة حالة مؤسسة سونلغاز عين تموشنت.

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ملخص

يعتبر تقييم أداء الموارد البشرية من أهم إهتمامات المؤسسة الإقتصادية لأنه يسمح بمقارنة النتائج المخططة والمنجزة بكل دقة و موضوعية، وهذا من أجل إتخاذ أهم القرارات ذات البعد الإستراتيجي لنشاط المؤسسة حيث تهدف هذه الدراسة والتي أجريت بشركة سونلغاز عين تموشنت إلى إبراز العلاقة بين المتغير المستقل (تقييم أداء الموارد البشرية) و المتغير التابع (عملية إتخاذ القرار الإستراتيجي). حيث تم توزيع إستبيان على عينة مكونة من 50 عامل بالشركة حيث تم إستخدام برنامج (SPSS) وكنتيجه لهذه الدراسة تبين وجود علاقة إرتباط إيجابية بين المتغيرين، وبهذا يتضح الدور المهم الذي يلعبه تقييم أداء الموارد البشرية في الشركة وبهذا فإنه يستوجب على مدير الشركة (متخذ القرار الإستراتيجي) أن يولي أهمية بالغة لهذا التقييم وفق الطرق الحديثة التي تسمح له بالتخطيط الإستراتيجي الناجح، والذي يحقق للشركة أهدافها وخياراتها المستقبلية .

الكلمات المفاتيح : تقييم أداء الموارد البشرية، المؤسسة الإقتصادية، إتخاذ القرار الإستراتيجي، نشاط المؤسسة.

التصنيف C2 , D2, M1

Abstract

The evaluation of the performance of human resources is one of the most important concerns of the economic institution because it allows to compare the planned and accomplished results with accuracy and objectivity, and this is in order to make the most important decisions with a strategic dimension to the activity of the institution, As this study, which was conducted at Sonelgaz Ain Temouchent, aims to highlight the relationship between the independent variable (evaluation of human resource performance) and the dependent variable (the process of strategic decision-making). Where a questionnaire was distributed to a sample of 50 workers in the company, where the (SPSS) program was used and as a result of this study it was found that there is a positive correlation between the two variables, n this way, the important role played by the evaluation of the performance of human resources in the company becomes clear. Thus, the manager of the company (the strategic decision maker) To attach great importance to this evaluation in accordance with modern methods that allow it to have successful strategic planning, which achieves the company's goals and future options.

Key words: Evaluating the performance of human resources, the economic institution, , strategic decision-making, the activity of the institution.

Jel Classification Codes : C2 , D2, M1

Introduction:

Nowadays, the competition that are occurring between the economic institutions has aggravated where its primary objective is to find how to survive, sustain and control the market, through the quantitative and qualitative production and by the price desired by consumers. The success secret of institutions today is the awareness of decision makers and bosses how to manage their human resources in line with current developments in business management, and what is known as the evaluation of human resources performance has become one of those factors that help in making strategic decisions that concern the organization such as earning shares or increase in production capacity, and it becomes of a very paramount important to activate the role of real monitoring to reduce any deviations.

Research Questions: Based on what was stated previously, the problematic of this present study can be limited to the following question:

How does the process of evaluating the performance of human resources for an economic institution affect its strategic decision-making process?

Spatial Boundaries: Sonelgaz Foundation Ain Temouchent.

Time limit :In order to understand the problem of the research and arrive at results that deny or prove the validity of the proposed hypothesis, the applied study was conducted in January 2020.

Research Hypotheses: To answer the already-stated research problem,

a hypothesis has been set forwards as the following:

- The factors for evaluating the performance of the human resources of the organization help to determine the appropriate strategic choice and reflect the strategic decisions taken.

Research methodology and the tools: in this study, we have relied on the statistical analytical method which is the most suitable for this investigation, which is characterized by the accurate scientific description, both quantitatively and qualitatively of the phenomenon studied, basing on the collection of data by means of questionnaire addressed to the staff of the institution, using V25 (spss) to test the validity of the research hypotheses as well as the results.

Previous studies:

- **Organizational performance and strategic inertia: The case of a Brazilian heavy construction company.**

This is a single-case study. from Denise Moraes Carvalho, EdsoGuarido Filho and Veronica Eberle de Almeida University Positivo, Curitiba, Brazil 2017 The exploratory-descriptive research comprises data collection on performance and strategic decisions from the period between 2006 and 2014. The analysis was guided through documentary material and data collected from 16 interviews conducted with members of the middle to top management concerning performance, goals, and strategic initiatives. the interviewees' statements were used to apprehend the interpreted dimension of SP expressed in the meanings attributed to this process. The analysis adopts a sociological base, and strategic inertia is the underlying phenomenon that guides this analysis(QSR NVivo 10), the results show the interactive effect of the political, cognitive and ceremonial dimension, which hinder the strategic decisions of the company, which reinforces the strategic rigidity and therefore the

strategic objectives of the construction company, and the results showed that the relationship is complex and difficult to explain the program was used.

- **The impact of strategic human resource management practices on organizational performance.**

Study for :Akram Abdulraqeb Sultan Al-Khaled, Chung Jee Fenn, This study in 2020, at university of Berjaya University College, Malaysia.

This research explains the role of strategic human resource management (SHRM) in the overall performance process of the organization as the effects of SHRM on the performance of a company or organization to achieve the objectives of this study have been clarified. Accordingly, strategic human resource practices should achieve maximum distinguished performance that achieves the objectives of the institution and ensures its survival. This research focuses on human resources as well as strategic human resources practices that will affect the organizational performance of organizations that adopt good SHRM practices and enable organizations to achieve their strategic goals in the long run. To maintain the continuity of the institution's activity in the industry. Thus SHRM good practices enable a major competitive advantage for the company as a whole. Some recommendations have been given to further enhance the performance of the institution through effective management of human resources. Especially in the aspect of strategic planning for human resources.

- **Systemic review on impact of strategic human resources management on organizational performance in insurance industry.**

Study for :Chandrasiri Gannile, Mohd Shukri Ab Yajid, Ali Khatibi, S. M. Ferdous Azam, , This study in 2020, at university of , Malaysia.

This research aims at the impact of SHRM functions of HR strategy on the organizational performance of insurance companies in Sri Lanka as well as examining whether the effect of SHRM practices on organizational performance depends on individuals of organizations. A multi-participant survey was conducted of 29 licensed insurance companies. The collected data were subjected to correlation analysis in addition to descriptive statistics, and the application of statistical tools SPSS and AMOS according to the mentioned study The aforementioned study area was measured by submitting a management questionnaire that was developed based on nine strategy dimensions This was evidenced by the results of the study, which showed the weak implementation of the training and development policy and the human resources policy and processes. Low level of employee participation, low level of participation of executives in the strategic planning process, and the study concluded that there is a relationship Positive between SHRM practice and insurance performance. However, the low level of employee participation in SHRM activities affected the low level of line manager participation in HR decision making on the organizational performance of insurance companies, In addition to the lack of serious use of statistics that rely on human resources data, which leads to poor evaluation of the contribution of SHRM in insurance companies in general. The research and development team of insurance companies can make use of the available research results to compare the current position of a company.

- **Human resource strategy and production management: a resource based view approach.**

Study for :Oluwayomi Olota, Aun Isaac Iortimbir, Oyedokun Godwin Emmanuel.

This study in 2019, at, Ilorin and Lead City University.

The study aims to review human resources strategies and determine how to apply these strategies to the production process. This research adopted the design of survey statistical research With simple random sampling technology used to select 100 employees from LUBCON's production department.

I-The Concept of Performance Measurement System:The concept of performance measurement is straightforward: you get what you measure, and you cannot manage a system unless you measure it. In the document Performance Measurement and Evaluation: Definitions and Relationships (GAO/GGD-98-26), the U.S. General Accounting Office (GAO) provides the following definition: Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. It is typically conducted by program or agency management. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), and/or the results of those products and services (outcomes). A “program” may be any activity, project, function, or policy that has an identifiable purpose or set of objectives Performance measures are tools to understand, manage, and improve organization activities. The effective performance measures allow us to understand:

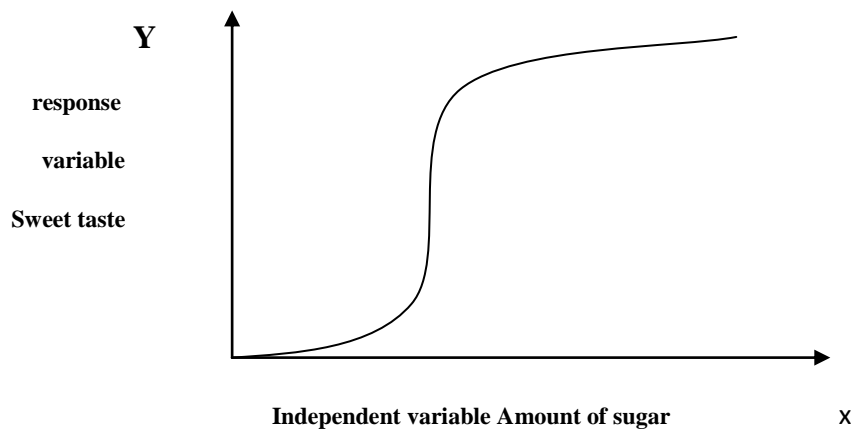
- how well we are doing (correct process representation)
- if we are meeting our goals (identification of the goals and the reference standards)
- if our customers are satisfied (control of the process development)
- if our processes are in control (control organization effectiveness and efficiency parameters)
- if and where process improvements are necessary (identification and correction of problems). (Franceschini, Maurizio, & Domenico, 2007, pp. 209-210)

I-1-Preparing For Good Performance: It is worth ensuring, as soon as work is able to start on the project, that staff are both able and willing to do a good job. If tasks are planned to be realistic and achievable, they can be allocated to team members in a way that an opportunity to discuss any concerns. Staff often have to retain other workloads whilst working on projects, and it may be necessary to negotiate with senior managers to ensure that project staff have sufficient time and energy to do what is required. If members of the project team face conflicting demands from other managers at your own level, you may have to negotiate to resolve the risk to the project. (Martin, 2006, p. 151)

I-2-Develop And Deploy The Key Drivers Of Performance:

It is important to understand that we want to measure independent variables, not just response variables. The most important independent variables are the key drivers of performance. A simple example is shown in Figure1, Think about candy. If we want to control the sweetness of taste, we have two options for measurement: we can measure the taste itself or we can measure the amount of sugar we put in each batch. The amount of sugar is an independent variable, while the sweetness of taste is a response variable. The response variable gets sweeter as we add more sugar. Likewise, a business objective like “improve customer satisfaction as measured by surveys by 33 percent over two years” is a response variable. To drive the 33 percent improvement, we need to measure the independent variables that will cause customer perception to improve. Measuring progress toward meeting the overall objectives is often not good enough, because they tend to be response variables. It is often necessary to develop a small family of key measures that will drive performance. (A.Cinafrani, 2005, p. 57)

Figure (1): Response variables and Independent variables



The Source: John E. (Jack) West, Charles A. Cianfrani, *Unlocking the Power of Your QMS, Keys to Performance Improvement*, American Society for Quality, Quality Press, Milwaukee 2005,p57.

I-3-Management Objectives :Effecting a shift in the way the organization sees itself wherein innovation is recognized as the way of doing business

- Deciding on the innovation strategy that best fits the organization’s situation, and enables it to attain its vision and strategic goals
- Creating a portfolio of innovation projects to translate competitive strategies and to manage risk across the whole organization
- Defining criteria for the selection and prioritization of projects within the portfolio to weed out less probable projects as soon as possible
- Effecting the necessary structural changes to arrange skills throughout the organization in competence centers, to enable the formation of the right team for the purposes of the innovation project
- Arranging current and potential future alliances in a portfolio that can be tapped when needed, and defining when and how such alliances are to be made (governing conditions)
- Fostering an organizational culture that promotes innovation by allowing employees time to innovate and the implementation of their own ideas for improving job performance
- Developing and implementing methods that enable tapping into the organization’s IC (Al-Ali, 2003, p. 219)

I-4 -Strategic Human Resource Management:

Strategic HRM aims to increase productivity through prudent dealing with employees and as such it is a process that involves using integrated methods to create existing human resource (HR) strategies, Which are vertically integrated with the business strategy of the founder, as these methods are centered on the goals and objectives related to the organization's functions, such as organizational efficiency, and basic aspects of people management, such as rewards,learning and development, resourcing an relationships with employees. (Su & Ulrich, 2015, p. 1619) , Strategic decisions are always and often decisions in which the option that seems most appropriate to face a great challenge is chosen from a group of conceivable options and must be made provision for, and thus the situation in which there are no alternatives does not require a strategic decision, It is clear what you do anyway. Decisions that suggest certain options also have no strategic weight. No company will ridicule itself

with the statement “Success is our strategy” because the alternative (failure) is obviously not a serious option. This thought becomes apparent when you look at management guidelines for some companies. For example, when you read, "We treat our employees with respect. "In the opposite case then 'we treat employees in a disrespectful manner'. This can be at best seriously in the kitchen or at work camp. In this way, some strategic data collapses. (Trost, 2018, p. 46)

Wages and employment benefits are attractive in today's competitive job market. Such as multinational companies with big technology that provide outstanding employee support. For the time being, the employees look up In addition to the amount the company can pay, and what the company represents is now an important detail in the good human resource method that comes into use here. In today's most successful organizations, everyone focuses on their employees, the most organizations differ in the composition of success for their pioneering and distinct human resource strategie .(Collings & Szamozi, 2018, p. 23)

II- The Traditional Methods of Assessing Human Resources Performance:

II-1-Method of Evaluation Using Free Expression: The use of this method to evaluate the performance of workers does not require the use of specific schedules, lists or other means, but simply requires the use of a paper in which the supervisor or any other controller writes his or her impressions upon the individual that can be arranged in collection under specific titles such as: the nature of the job evaluation, the reasons for this behavior, the characteristics of the worker or employee development of future needs and in order to use this method properly, the supervisor, who is the responsible of the evaluation, should devote sufficient time to it, and follows the procedures which these latter are considered to be a quality as well as a flaw at the same time . On the one hand, it is necessary for the supervisor to make observation and analysis, and on the other hand, He takes much more time spent in the evaluation process. In addition, there is another fact concerning this method in which the evaluation’s results depend heavily on the skill and effort of the controller. (Nadjib, 2002, p. 98)

II-2-The Method of Staging: This method is considered one of the oldest, simplest and most common methods where the performance of the employee is measured according to specific criteria such as: quality of performance, quantity of performance, cooperation, attendance on appointments ... Etc where a graded scale is used for each attribute or element of the evaluation, for example, this scale begins with the value (0) as the lowest score in the valuation and ends with the value (10) or (20) as the highest value, and the supervisor marks the grade that he deems appropriate for the person's estimation in relation to the measured attribute. (Said, 2003, p. 29)

II-3-Method of Ranking: This method compares the individuals assessed together in the overall performance efficiency where individuals are arranged upwards or descendents according to the best and least efficient, which are two types:

II-4- Simple Order Method: According to this method, the controller descendingly arranges individuals according to the degree and its quality measured, where the controller chooses from the list of the individual the one who has the most measured status that gives him the rank (first), and then the individual who follows the first one until all individuals are ranked on the list.

II-5-The Binary Comparison Method: The performance of each worker is compared with the performance of the working group, and the worker with lower preferences is ranked as the worst, meaning that the comparison here is between pairs of workers and the following equation is used in determining binary groups. The performance of each worker is compared with that of the working group, and the worker with lower preferences is ranked as the worst,

meaning that the comparison here is between pairs of workers and the following equation is used in determining binary groups:

$$\text{Number of possible binary groups} = n(n-1)/2$$

Where: **n** is the number of individuals to be arranged.

III-Modern Methods:

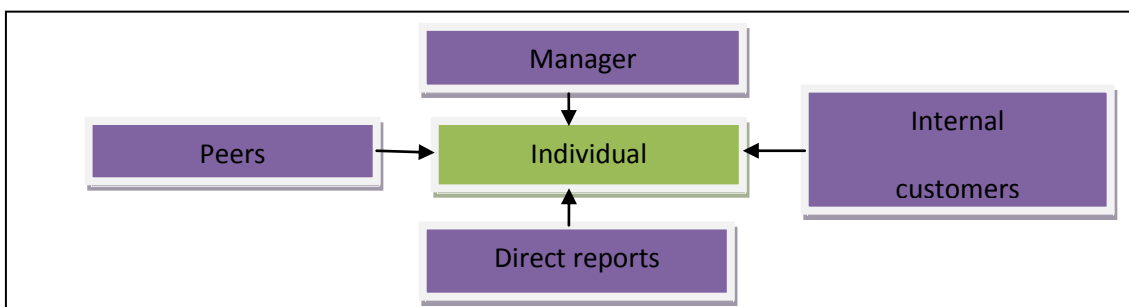
Modern methods of evaluating the performance of human resources As a result of the defects of traditional methods of evaluating the performance of human resources and their failure to give accurate results about the performance of employees in the organization, several modern methods have appeared that help the decision maker from the excellent diagnosis of the performance of human resources.

III-1-The Method of Management with Objectives: it has been developed in the mid of 1950s, and it is a method that compares performance results with planned objectives, as a way to overcome most of the disadvantages of traditional methods of performance, and this method is done through the following stages:

- a. Setting measurable quantitative goals.
- b. The participation of both of the boss and his subordinates in setting goals.
- c. Develop an work plan to achieve the goals.
- d. Identify the criteria on which performance results are measured. So according to this method, each subordinate selects a set of short-term operational objectives, with a set of methods through which he or she can improve his performance . (Zohir, 2001, p. 98)

III-2-360 Degree Performance Evaluation Method: 360-degree feedback has been defined by Ward (3) as: ‘The systematic collection and feedback of performance data on an individual or group derived from a number of the stakeholders on their performance. ‘The data are usually fed back in the form of ratings against various performance dimensions. 360-degree feedback is also referred to as multisource assessment or multi-rater feedback. Performance data in a 360-degree feedback process can be generated for individuals (as shown in Figure 12.1) from the person to whom they report, their direct reports, their peers (who could be team members and/or colleagues in other parts of the organization and their internal customers. (Amstron, 2006, p. 157)

Figure (2): 360-degree feedback model



The source :Michael Amstrong ,preferment management, 3RDedition,2006,p158.

III – 3-The EFQM (European Foundation for Quality Management) Model:

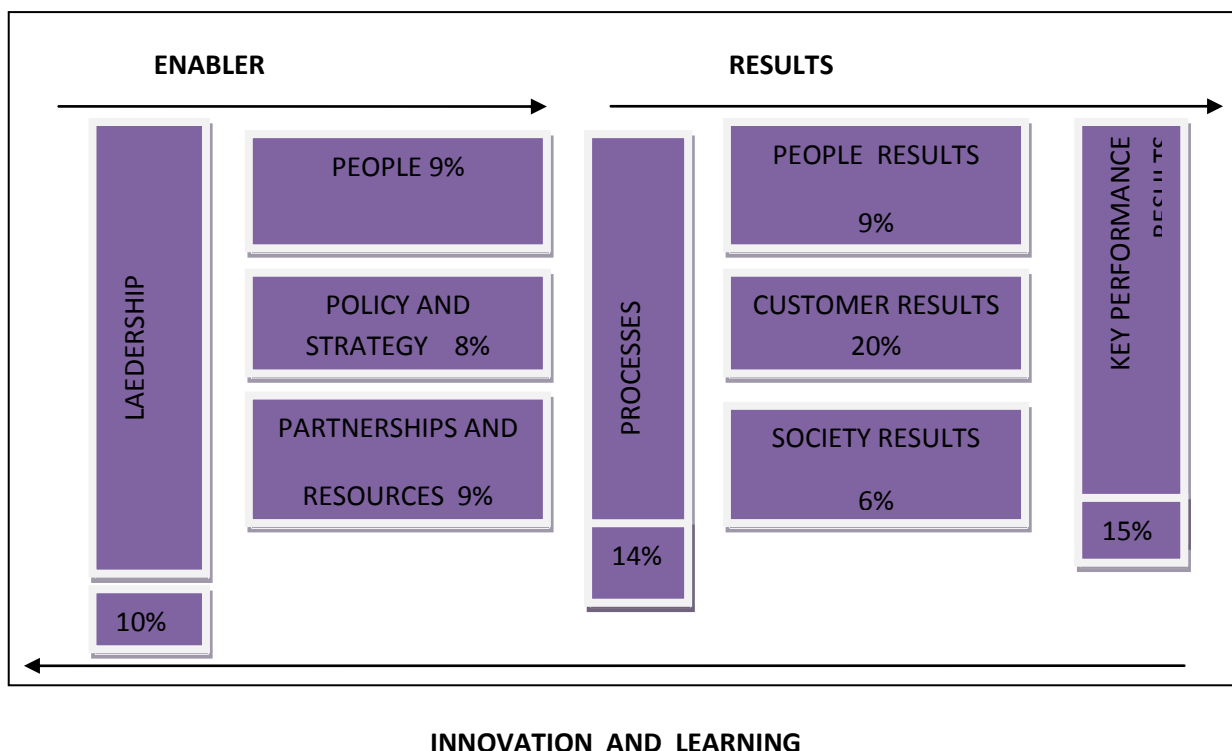
The European Foundation for Quality Management (EFQM) is a membership based not for profit organization, created in 1988 by fourteen leading European businesses. Its mission was to be the driving force for Sustainable Excellence in Europe concerning Quality Management

The EFQM model can be used to assess an organization’s progress to wards excellence, independently of the organization’s type, size, structure, and maturity. The model is a nonprescriptive framework and recognises there are many approaches to achieving sustainable excellence in all aspects of performance. It is based on the premise that Excellence depends on the capacity of conciliating the stakeholders’ different exigencies and interests.

The model is based on nine criteria (dimensions). Five of these are classified as “Enablers” and four as “Results”. The “Enabler” criteria cover what an organization does; the “Result” criteria cover what an organization achieves. Feedback from “Results” help to improve “Enablers”.

The EFQM Model is based on the premise that excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People Partnerships and Resources, and Processes. (Franceschini, Maurizio, & Domenico, 2007, pp. 129-130)

Figure (3): European Foundation for Quality Management Model



The source : Premio,Qualità Italia, 2002,EFQM ,2006

Nine boxes represent the nine criteria of the model: five of them are classified as “Enablers” and the remaining four as “Results”. “Enabler” criteria are concerned with how the organization undertakes activities; “Results” criteria are concerned with what results are being achieved. Each criterion has a relative weight (percentage), to assess the final score.

III -4-Performance Simulations: These tests are useful in evaluating selection and training programs for hourly through executive positions. Tests that measure abilities by simulating a key element of the job are very effective means of screening candidates for complex or physically demanding or dangerous jobs. For example, the airlines and military use simulations to train and test their pilots’ skills at handling a wide variety of dangerous conditions that might seldom be encountered in real life. In other types of simulation tests, executive candidates may be placed in an assessment center situation with a group of other candidates and evaluated on their abilities to interact and lead. In contrast, line-worker

candidates for a utility company may be asked to climb a pole and do some electrical work on an elevated platform as part of their assessment (S.Raju, 2007, pp. 122-123)

IV-. Decision-Making Strategic:

IV.1.The concept of decision: Harisson defines the administrative decision as: 'A planor stage of an ongoing processthat includes several alternatives linked to a goal or objectives, prompting theexpectations of a person in the plan to determine ways to resolve a given, and thecommitment to his mental strength with his efforts to achieve the goals'.

IV.2.Decision-Making :the identification and specification of what to do given a situation and its context is one of the most important activities in which people can engage.Many researchers have contributed to this field over the years. However, only recently have the roles ofknowledge and expertise in Decision-Making becomebetter understood and more explicit as a result of work in cognitive sciences, psychology, knowledge management, and related fields.Decision-Making, as we perceive it, covers three functional taskpaths: (1) simple decision making, (2) complex decision making, and(3) novel problem solving, (Wiig, 2004, pp. 131-132)

IV.3. Strategic decisions: One of the characteristics of strategy management is its interest in strategic decision-making processes, and the growth of businesses and the development and complexity of their volumes and processes as they penetrate into an uncertain environment of events, administrative decisions are also complex and difficult to make, and are also difficult to make, and is The decision is strategic if it deals with the distant future of the business and has the following characteristics: a. Scarcity: Strategic decisions are unusual and do not have a precedent to follow. B. Interdependence: Strategic decisions are responsible for the vital resources of the institution and require commitment to all workers without exception. Guidance: Strategic decisions provide the basis for other decisions and future activities and actions for the whole of the organization. However," **mintzberg**" in 1973 preceded those involved when he presented us with the three strategic decisions, where he said that strategic decisions are quick decisions made and adopted by a distinguished person (pioneer) or who has authority and has a brilliant mentality and is able to convince others to adopt and accept Resolution

IV.4 – Linking Dession making whith SME Performance:

. The project is basically an integrated set of processes until the end, and the end is the relationship between a product or service to achieve commercial or profitable gains, and we mean here by operations that the participants strive towards this goal. This is why decision makers and managers adopt many techniques to rationalize many of the decisions made by employees within the company. Like the organizational structure for example, this rationalization is facilitated by identifying the areas in which the business owner is Helps to make decisions. However, at one point in decision-making, the manager in the organization's environment must make the decision about the decisions he needs in the future (prioritizing the decision). (Lynch, 2011, pp. 69-70)

IV.5 How strategic human resource management impacts organizational performance:

The organizational performance process for an organization is a human, method and technical function at the same time. The personnel of the organization must be aware of the knowledge and talents necessary to effectively communicate with the systems and programs The efficiency of the employees identifies an important aspect that determines the operational efficiency in providing high quality services and products in a short period of time. Human resource management activities such as selection, training, work environment and superior performance. (Al-Khaled & Chung, 2020, pp. 56-57)

IV.6. The Relationship Between Rational Decision-Making And Job Evaluation: The decision-making process is one of the main tasks of any management leadership, because it is the manager's ability to make a rational decision that distinguishes him from other members of the administrative organization, the rational decision-making process needs a wide range of types of Information, in addition to the activities of these departments in the past and present, what they intend to do in the independent, information about individuals, information about events and their outcomes, information on development projects, information on statistics to guide them, and others that help the decision-maker succeed in the success of the process Performance evaluation. The leadership is also one of the most effective tools of direction, a key tool in which the manager can instill a spirit of harmony among the staff of the enterprise.

(Hilal, 2009, p. 227)

V -Methods and Materials:

A comprehensive presentation of the company under study: The study was carried out by the Directorate of Distribution of Electricity and Gas for Ain Témouchent (DDAT) Directorate of Electricity and Gas Distribution for Ain Témouchent is one of the institutions that belong to the Electricity and Gas Distribution Company for the West (SDO) where it oversees the technical and commercial management of the electricity networks and The directorate covers the needs of eight departments of the electricity and gas network Ain Témouchent West (Bani Saf, Hammam Bouhadjar, Al-Kéhal, Ain témouchentt) and East (Ain Al-Arbea, Ameriya, and Welhassa), where it employs 300 aid from all professional groups and It is equipped with six commercial agents and three technical interests in electricity with three others in gas, operating approximately 2,700 km of electricity grid and 679 km of gas network and dealing with about 38,749 customers in gas and 92,109 in electricity.

V.1. Presentation and analysis of the results of the study: This part consists of the data set and personal and functional information of the person interviewed, which includes four paragraphs: gender, age, educational level, seniority at work, years of experience. To find out the relationship between the evaluation of human resources performance in the company and the strategic decision of the company, we submitted a questionnaire to the company's employees, which reached 60 questionnaires, from which 50 questionnaires were recovered.

- The first axis: the independent variable "evaluates the performance of human resources".
- The second axis: the variable of "strategic decision-making".

These two dimensions are answered according to the five-year Legart ladder.

Table (1) : Statistiques de fiabilité

Alpha Crombach Value	Number of items
.812	30

The source : Prepared by researchers based on the outputs of the program (spss)

Note that the value of Alpha Kronbach .812 is a very large value of 0.60 so various statistical processes can be performed in the (SPSS) program of vicious questionnaire.

V.2. The first axis: The extent to which the company provides the various means adopted in evaluating the performance of employees within Sonelgaz Ain Témouchent, which reflects

the reality of the evaluation system adopted human resources to raise the efficiency of employees, all these indicators help senior management in guiding decisions towards improving conditions Working to achieve the company's strategic objectives, the questionnaire has been dumped in the SPSS program by relying on the Pentat's 'Ladder' for the pentathlon. The results of the study or program outputs were associated with these grades:

Table (2) :The descriptive statistics of the human resources performance assessment and decision-making hubs of sonelgaz-Ain témouchent.

	Average arithmetic	Standard deviation	N
Human resource performance assessment	3.3564	0.8152	50
Making decision	3.6122	0.74146	50

The source : Prepared by researchers based on the outputs of the program (spss).

The total arithmetic average was 3.3564 with high relative importance, with a total standard deviation estimated at 0.8152 And the results were as follows: for terms from:01 to 20 they represent the reality of the human resources performance evaluation system and the extent to which the results of the evaluation of human resources performance are based on the company's decisions, and after analysis The results of the responses of the sample members show that the average arithmetic values of these terms ranged from 2.01 to 3.54 with medium relative importance, indicating that the responses of sample members to the company's HR Performance Assessment Hub tend to accept the content of the statements on the CSP. Compared to the strategically planned performance, the Department is incorporating this program into the continuous and systematic monitoring of workers' performance. Previous analyses indicate that the evaluation of the company's human resources performance is moderately satisfactory.

V.3.The second axis: expresses the decision after analyzing the axis of evaluation of human resources performance, we will try in this part to analyze the decision-making axis of the company, where the results were as follows: the total arithmetic average was 3.6122 with medium relative importance, with a total standard deviation estimated at 0.74146 As for the terms of this axis of phrase 01 to 05, they are questions addressed to the company's workers regarding the methods used to evaluate the performance of employees to make the strategic decision planned by the director and decision makers of the company to maximize its turnover and increase market shares in the state and invest in Human energy available, after analyzing the results of the responses of the sample members studied, shows in the survey table that the values of the arithmetic average of these terms ranged from: 2.42 to 2.56 with medium relative importance.

V.4.Test hypotheses: After identifying the axes of the human resource performance evaluation axis, and the decision-making hub of Sonelgaz for the state of Ain Témouchent, we will try in this paper to know the nature of the relationship between the two variables as well as the degree of contribution of the independent variable to the dependent variable, And we're going to try to answer.

Table (3) : Analysis of the correlation coefficient between human resources performance evaluation and strategic decision-making of the company

Form	Link Value R	R2 Selection Factor	R2 Rate	Standard grade sin in R2	Change in R2	Change in F value	Sig. Change in F value
1	,672 a	,690	,263	0.5489	0.310	13.604	0.000

The source : Prepared by researchers based on the outputs of the program (spss).

From the results of the previous table, and based on SPSS outputs, it is clear that the relationship between the two main variables is a positive relationship where the correlation coefficient R reached 0.672, it indicates the strength of the relationship between the two variables, the dependent variable (strategic decision-making) and the independent variable (human resource performance evaluation), as it is clear that the overall determination coefficient of the study amounted R2 to ,690. That is, the evaluation of the company's human resources performance affects the strategic decision by 0.690 and remains at 0.310, which are explained by other variables not included in the study.

Table (4) : 'Analysis of the simple linear decline between human resource performance assessment and decision-making in the organization'

Non-consolidated transactions			Consolidated transactions		
Form	Equation B coefficients	Standard error	Béta Laboratories	Calculated t value	Sig semantics level
Hard 1	1.217	,536		2.395	,021
Human resource performance assessment	,564	,134	,539	4.196	0.000

The source : Prepared by researchers based on the outputs of the program (spss).

As shown in the table above, the coefficients of the equation are positive, with decline (B) at 1.217. Therefore, whenever the evaluation of human resources performance changes in one unit, it leads to a change in the strategic decision-making level of the variable company of 1.217 from which it can be said that there is a positive statistically significant effect 'to assess the performance of human resources' and 'strategic decision-making' of a company Sonelgaz Ain témouchent at a moral level a **5% can be explained the equation of linear decline as follows:**

$Y = 1.217 + 0.536$ (Human Resources Performance Assessment).

V.5. Results and discussion :

After obtaining the results from the SPSS tables, it can be said that we reject the nihilistic hypothesis and thus accept the alternative hypothesis, and this is at a significant level 5%.which shows that there is an impact and correlation between the evaluation of human resource performance and decision-making in the strategic scope of the institution of the SONALGAZ Foundation in Ain Temouchent .

VI - Conclusion:

Through this practical aspect, we tried to project some of the above in the theoretical aspect, by trying to study the evaluation of human resources performance on the strategic decision of Sonelgaz, for the state of Ain Temouchent, and to test the validity of the hypothesis or not, and to know the extent of the application of existing performance measures The company, knowing the opinions of the employees, was emptied of the questionnaire data and processed based on the Social Science Statistical Packages Program (SPSS).

After analyzing the responses of the sample members, we came up with a set of results, including:

- ✓ The impact of strategic decision-making was 0.45 per cent, explained by the company's human resources performance assessment, and 0.55 per cent of the total is explained by other variables that were not included in the study.
- ✓ The impact of strategic decision-making was 0.45 per cent, explained by the company's human resources performance assessment, and 0.55 per cent of the total is explained by other variables that were not included in the study.

On the theoretical side, we have come to:

- ✓ Evaluating human resources performance is very important in measuring actual performance and comparing it with planned performance.
- ✓ The company's human resources performance evaluation system helps to increase the efficiency of employees on a continuous basis.

As for the applied aspect, we have come to the following conclusions:

- ✓ The manager rationalizes strategic decisions, based on the results of the company's employee performance assessment process.
- ✓ The results of the human resources performance assessment allow each employee's career path to be determined in promotions and wages.
- ✓ Human Resources Performance Assessment gives senior management, with a system of accurate information on the work achieved and the detection of deviations.

Through the results we present the following recommendations for the company under study:

- ✓ The company should be aware of the importance and effectiveness of its capabilities and human capacity by monitoring, guiding and motivating it.
- ✓ The company conducts modern programs to evaluate the performance of its human resources, to enable senior management officials to rationalize strategic decisions accurately.

Provide training opportunities for those most in need of training to raise

Endnotes:

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