

*The role of human resources management in improving the quality of services  
–” A case study of the Algerian telecom institution- Ain Timouchent”*

*Le rôle de la gestion des ressources humaines dans l'amélioration de la qualité  
des services – Etude de cas de Institution algérienne des télécom- Ain  
Timouchent*

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**Abstract:**

For more than two decades, Algeria has been seeking to diversify its economy by reducing hydrocarbons dominance on its exports. human resources management therefore, has gained considerable attention in new Algerian economic policies. The main purpose of this work is to highlight the impact of human resources management on quality of services. To achieve such goal, a field study including a sample of workers in Algeria Telecom in Ain Timouchent, which is active in the field of services. was carried out SPSS package's outputs points out the existence of a strong statistical impact of various forms of human resources management such as training function, motivation on quality of services. We notice however, a complete absence of any effect of other forms of human resources management such as evaluation function, leasing in quality of services.

**Keywords:** Human Resource Management, Motivation, Training, Evaluation, Leasing, Quality of Services.

**Jel Classification Codes:** M31 ;G21

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**Résumé:**

Depuis plus de deux décennies, l'Algérie cherche à diversifier son économie en réduisant la domination des hydrocarbures dans ses exportations. la gestion des ressources humaines a donc retenu une attention considérable dans les nouvelles politiques économiques algériennes. L'objectif principal de ce travail est de mettre en évidence l'impact de la gestion des ressources humaines sur la qualité des services. Pour atteindre cet objectif, une étude de terrain a été menée auprès d'un échantillon d'employés d'Algérie Télécom à Ain Timouchent, active dans le domaine des services. a été effectuée Les résultats du package SPSS soulignent l'existence d'un fort impact statistique de diverses formes de gestion des ressources humaines telles que la fonction de formation, la motivation sur la qualité des services. On constate cependant une absence totale de tout effet des autres formes

**Mots clés :** Gestion des Ressources Humaines, Motivation, Formation, Évaluation, Location, Qualité des Services.

## **1. INTRODUCTION**

Human resources management has become one of the most important functional departments in modern organizations, so that its efforts are focused on improving the performance of its human resources in carrying out their tasks in order to achieve the goals of the organization with the highest levels of efficiency and effectiveness, and among the modern administrative concepts, which has become the lion's luck in management science research , the concept of quality of services, The organization uses strategies and techniques to facilitate human resources and various labor programs that serve the organization and the individual, the goal is to reach the highest levels of performance and provide high quality of services. This is in order to raise the profitability of human returns and then the profitability of the organization.

Through this scientific research, we will try to take note of some theoretical aspects of both human resource management and quality of services, as well as try to prove the interaction between them through a field study at Algeria Telecom, Ain Timouchent branch,

### **1.1. The problem of the study:**

In light of the above, we can present the main research problem as follows:

To what extent is the role of the Human Resources Department in improving the quality of services in the service institution?.

Based on this problem, and in order to be able to address the aspects of the topic , we decided to ask a set of sub-questions that help guide the study, namely:

- What is Human Resource Management?
- How do the various functions of human resources management contribute to improving the quality of services?
- What is meant by the quality of services within the organization.
- What is the relationship of human resources management in improving the quality of services in the organization?

**1.2. Study hypotheses :** In an attempt to answer these questions , we pose the following hypotheses:

**-Main hypothesis:** There is a role for human resource management in improving the quality of services in the organization.

**- Sub-hypotheses:**

- The first partial hypothesis: motivation has an effective role in improving the quality of services in the institution.
- The second partial hypothesis: Training has an effective role in improving the quality of services in the institution.
- The third partial hypothesis: evaluation has an effective role in improving the quality of services in the institution.
- Fourth partial hypothesis: Leasing has an effective role in improving the quality of services in the institution.

**1.3. The importance of the study:** The importance of this study stems from the importance of the topic it addresses, which is the role of human resources management in improving the quality of services, as it is considered one of the modern administrative topics that occupy researchers and owners of institutions, and we have dropped this theoretical study on the institution Algeria Telecom, Ain Timouchent branch, in order to identify the reality and importance of the role played by human resources management in improving the quality of services In Algerian institutions, as well as to draw attention to the importance of quality services and their ability to deliver business systems to be creative and pioneering.

**1.4. Objectives of the study :**The study aims at how effective human resource management is in improving the quality of services for workers within the enterprise; Research on the basic concepts of human resource management and its relationship with other departments.

### **1.5. The importance of the study:**

This study derives its importance through the growing view of human resources on the one hand and improving the quality of services on the other hand, and in general, the importance of our research appears in the following elements:

The importance of human resources management in light of the contemporary challenges of rapid and evolving changes in order to improve the performance of its workers; The importance of improving the quality of services due to their impact on the quality of the organization in order to increase productivity, which is beneficial to workers and the institution; The importance of this study also appears as it examines one of the important topics related to human resources within the institution, which is one of the most important factors that raise the productivity of the institution, and by improving the quality of its services is responsible for moving material and moral factors.

The nature of human resources management Human resources management has known great development and great interest on the part of modern organizations, after it was marginalized and had no impact on the organization's policy, but environmental changes and transformations forced organizations to reconsider again the concept of human resources management appropriate to the organization's general strategies.

### **2.1 The concept of human resource management**

**Definition of Human Resources** The first definition: it is the only real resource, and Peter Drucker confirms this as he says that the organization has one real resource, (Al hauwaili, 2002, p07 )which is the human being, The second definition: It is also the most important elements of work and production, although all financial resources are important, but human resources are considered the most important, because they are the process of creativity and innovation and they design the product and supervise its manufacture and quality control and are the ones who market it, without effective human resources these things cannot be performed efficiently and no organization will be able to achieve its goals and mission( Al hiti, 2010, p.11).

**DEFINITION OF HUMAN RESOURCE MANAGEMENT: DEFINED BY GLUECK. W:** It is that function in the organization that is concerned with the supply of the necessary human resources, including planning, searching, operating and dispensing with manpower needs(Abdel baqi,2000,p.12).

**CHRUDEN & SHERMAN** defined it : Human resource management includes basic processes that must be performed and rules that must be followed, and the main task of the people manager is to help managers in the organization and provide them with the opinion and advice they need to enable them to manage their subordinates more effectively(Abdel baqi,2000,p.12).

And he knew it as SMITH. G&GRANT. J: It is the responsibility of all managers in the organization and a reign for what human resources specialize in people management(Kani,2014,p.17)We conclude from the previous definitions that the Human Resources Department is the department that provides what the facility needs from manpower, maintains, trains and develops it, and works on its stability and raising its morale, and this department also follows up the application of regulations, instructions and laws that participated in the formulation and adoption of the administration from time to time in line with the interest of the public.

## **2.2 The emergence and development of human resources management:**

Human resources management in its modern form is not the result of the hour, but is the result of a number of developments dating back to the beginning of the industrial revolution, those developments that contributed to showing the need for a specialized human resources department that takes care of human resources affairs in the facility, there are many reasons that explain the increasing interest in human resources management as a specialized function and as a branch of management, and among these reasons(Abdel baki,2001,p.30)Industrial expansion and development in the modern era, helped the emergence of organized labor organizations, where problems began between management and human resources, which led to the need for a specialized department that takes care of and solves the problems of human resources in the enterprise;

The great expansion in education and cultural opportunities for workers, which led to increased awareness as a result of their high cultural and educational level, which led to the need for specialists in human resources management and modern means to deal with this modern type of resources.

Increased government intervention in relations between workers and employers by issuing labor laws and legislation, which led to the need for a specialized department that maintains the application of laws to avoid the enterprise falling into trouble with the government;

The emergence of trade unions and labor organizations that defend human resources and the need to pay attention to the relations of management with labor organizations, which led to the importance of having a specialized department to create cooperation between management and labor organizations.

The most important historical stages that human resources management went through from the middle of the 19th century until now are:

The first stage(Al huwaili,2002,p.104,105,106)Industrial life developed after the industrial revolution Before that, industries were confined to the system of specialized sects, where such industrialists practiced their handicrafts at home

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with simple tools, and in terms of human resource management, the industrial revolution was the beginning of many human problems.

The second stage: the emergence of the scientific management movement: One of the developments that contributed to the emergence of the importance of human resources management is the spread of the scientific management movement led by Taylor, who reached the four foundations of management, namely (Salmi, 2001, p.45) Real development in management: Taylor means to replace the experimental method or the method of right and wrong in management with the scientific method 'Attention to the development and education of human resources: Taylor asserts that the worker will not produce the energy required of him until he has the willingness to work, and appropriate training on the job, which is essential to reach the required level of work; Real cooperation between management and human resources : Taylor asserts that it is possible to reconcile in the public interest. F. Taylor has emphasized labor standards and focused on his demand for workers to perform production rates on the pay-per-wage principle.

The third stage: the growth of workers' organizations in the beginning of the twentieth century Labor organizations grew and strengthened in countries, especially in transportation and heavy materials, and the movement of scientific management that tried to exploit the worker, is a direct cause of the emergence of unions. Fourth stage : The beginning of the First World War : Where the First World War showed the need to use new methods of selecting employees before hiring them, such as (alpha and beta) and successfully applied to work to avoid the reasons for their failure after their employment, and with the development of scientific management and industrial psychology, some specialists in human resource management began to appear in facilities to help in recruitment, training, health care and industrial security. The fifth stage : between the First and Second World Wars: The end of the twenties and the beginning of the thirties of this century witnessed developments in the field of human relations, as the Hawthorne experiments were conducted by Elton Mayo, and convinced many of the importance of satisfying workers about their work and providing appropriate conditions for work. Sixth stage: After World War II until now: At this stage, the scope of work carried out by human resources management has expanded, as it included training and development of workers and the development of programs to motivate them and rationalize human relations and not only save human resources files and control their attendance and departure routinely, and modern trends in human resources management still focus on human relations and benefit from the results of research for psychology and anthropology.

### **2.3. Human Resources Management Functions:**

Human Resources Management is interested in achieving efficiency and organizing employees in institutions, this interest is considered the most important entrance capable of ensuring the quality of performance and to achieve this efficiency, the department undertakes a set of functions, the most important of which are:

**Training function:** What is the concept of the training function? There are many concepts used to express training as a process, there are those who consider it an attempt to improve the current and future performance of workers by increasing their abilities to accomplish their jobs, or administrative and organizational efforts aimed at improving the ability of the individual worker to perform a specific job, or to play a specific role(Al hati,2005,p.223).

**Incentive function:** It has been defined as(Deri&Al kiswati,2009,p.220): "a force external to the person, which may be material, moral or in the form of factors present in the environment surrounding the individual, pushing him or below him to raise the level of his human performance to a higher level in order to obtain new advantages" ,Types of incentives: There are several divisions of incentives and each division is based on a specific basis or aims to highlight a specific aspect.,Types of incentives according to their trends: Under this division, incentives are divided into two types: positive incentives and negative incentives.

**Positive incentives:** Those incentives that aim to improve the level of performance of individuals through the entrance of encouragement and excitement.

**Negative incentives:** It is a set of influences that seek to influence the behavior of individuals through the entrance of punishment and deterrence.Types of incentives according to their nature: According to this basis, incentives are material and non-material incentives (moral)(Abas,2011,p.110) :

**Material incentives** These material incentives mean satisfying human material or physiological needs such as food and clothing.**Non-material incentives (moral):** They are those aspects that provide the social or self-needs of individuals

**Performance appraisal function** It is a process whereby the efforts of employees are fairly and fairly estimated to be rewarded for what they work and produce, based on elements and rates on the basis of which their performance is compared to determine their level of efficiency in the work they work(Harouche,2011,p.142).

**Rental Function :**The concept of wage in capitalist economic theories differs from that in socialist economic theories and the reason for this difference is due to their view of work, in capitalist

economic theories work is seen as a commodity sold and bought and has a price and that this price is the wage, which is defined in the said system as (Abdelghaffar, 1993, p.95) "the price that the worker receives for the physical or mental efforts he makes in the production process" .

### **3. Quality of Services**

Achieving quality of service is one of the goals that any service organization seeks to reach. Considering that services have become an important and complementary sector to the rest of the sectors, despite being one of the concepts that are difficult to judge and provide. Therefore, we will review a sufficient study on the concept of quality of service, its importance, dimensions and methods of measurement. Definition of quality of service and its importance

Quality service is not easy to define in a precise way, and anyone who tries to write about or practice it finds it difficult to reach a practical expression of it that agrees with others. ( Al-Mahyawi, 2011, p.90) The difficulty in applying quality of service derives from the general characteristics of services compared to physical goods. Lewis and Booms defines it as : It is a concept that reflects the appropriateness of the service provided on this service, that is, the delivery of the service means conformity to the specifications of the service provided to the expectations of these specifications, and therefore the one who judges the quality of the service is the actual beneficiary of it. Quality of service is defined as (AlMasri, 2002, p.35) "the provision of high quality, continuously, beyond the ability of other competitors, and the low percentage of complaints ." , Quality of service is defined as exceeding customer expectations (Basics, 1999, p.55) .

The importance of quality in service delivery enables the following (AlDardaka, 2001, p.151): The growth of the service field: The number of institutions that provide services has increased, for example, half of the American institutions are related to the provision of services, in addition to that, service institutions are still growing continuously.

Increased competition: The increasing number of service institutions will lead to intense competition between them, so relying on the quality of service will give these institutions many competitive advantages.

**3.1. The economic significance of service quality:** Service institutions are now focused on expanding their share, so organizations should not seek to attract new customers, but must also maintain existing customers and to achieve this must pay more attention to the level of service quality.

Customer understanding, Customers want good treatment and hate dealing with service-focused institutions, it is not enough to provide quality service at a

reasonable price without providing good treatment and greater understanding to the customer.

### **3.2. Dimensions and limitations of quality of service**

Dimensions of service quality: (Abdul fattah Alserafi,2003,p.278)The quality of service is unique in its own dimensions and methods of investigation, and this is due to the difference in the quality of service from the quality of the commodity, so we tried to summarize the most important dimensions as follows:

**Understanding and perception:** It is the willingness of the service provider in sufficient time for the customer to talk and express his point of view without getting bored of it, i.e. knowing the customer and making efforts to understand the needs; **Confidence in performance:** This trust is affected by the reputation enjoyed by the service provider;

**Continuity:** means the ability to perform the service with the same efficiency and effectiveness at all times ;**The subjective content of the service:** the skills that the service provider possesses in relation to the way the service is presented and convincing customers of it; **Conformity:** in the sense of achieving harmony between the aspirations of customers and the service provided;

**Tools:** The provision of some services may require the use of some physical tools for this, such as the tools used by the doctor, and here the customer expects the tools to be available and at a high degree of efficiency; and here to deepen the customer's physical feeling in obtaining the service;

**Timing:** It represents the attempt to fulfill the customer's desire to provide the service to him at the time he wants(Alazzawi,2002,p.22);

**Communication:** It means keeping customers informed of everything about them and listening to them.

**Determinants of quality of service :** The criteria on which the quality of service is relied upon are those determined by the beneficiary of the service, and many researches have reached the crystallization of ten determinants of quality of service, namely(Alazzawi,2022,p26)

**Reliability:** It is the ability of the service provider to perform the service required of him, as the customer expects to be provided with an accurate service in terms of time commitment and performance just as he was promised and to rely on the service in this particular regard; **Responsiveness:** refers to the willingness and willingness of the service provider to provide assistance to the customer, or to solve his problems whatever the circumstances with the appropriate speed and form; **Efficiency:** It means ability and merit, and means the competence of those in charge of providing the service in terms of analytical and deductive skills and

abilities, sufficient knowledge of service processes and procedures, and the ability to act in exceptional situations. Immediacy; How easy it is to obtain the service at the right time and place in terms of; suitability of the location of the place of service; Adequacy of waiting spaces; Easy access to remote service administrators; Easy access to service.

Tact: It also means friendliness, courtesy, empathy, cooperation, and is to provide respect and appreciation to the applicant, kindness in dealing and respect for the customs and traditions of the client;

Communication: This indicator calls for the description of the service and related information in a simple, easy and clear language that the customer understands, through the communication skills of service providers with customers, and the ability to communicate and communicate.

Credibility: or credit and trust, which is the medical reputation of the service organization, honesty and honesty in dealing with customers, and the extent to which the service provider adheres to his promises, and this would generate trust between the organization and its customers.

Security: This indicator expresses the degree of feeling safe in the service provided and who provides it, that is, is the service current from risks and doubt?÷ for example: the degree of security resulting from the customer's use of the ATM.

Understanding and knowledge: This criterion refers to the extent to which a service provider is able to identify, understand customer needs and provide them with care, care, advice and consultation.

Tangible: The quality of service is often evaluated by the customer in the light othe appearance of the physical surroundings of the service, such as: location, interior design of the place of service provision 'The devices used in the performance of the service and the appearance of its providers that the contemplator of these indicators notices the overlap and integration of some of them, and the aforementioned indicators have been later integrated after a series of tests into five indicators: Concreteness, reliability, responsiveness, security (guarantee) and empathy

**3.3. Methods of measuring the quality of services:** We can measure the quality of services in two ways(Al Samarrai,2007,p.303): Methods of measuring the direct quality of service; which in turn is divided into:

Survey Methods In this medium, a specific sample is taken representing all members of society, and this sample is selected either randomly or regularly, as it is distributed to members of a survey form, which is a set of questions about the subject to be known, and these questions are prepared in a clear way so that it is

easy for individuals to answer them, and then specialized devices classify the answers and analyze the information to obtain the results and manage them, and accordingly take appropriate actions.

**Direct observation:** This method depends on the management itself to measure the quality of its services through observations of various administrative procedures in the field of work with direct contact with customers and note their reactions, and also observe the performance of service providers during the performance of their work, and examples of the direct observation method are calculating the actual time of service provision, and observing good dealing with customers by service providers, with direct questions for customers about their satisfaction with the service in general. Indirect measurement methods of service quality, There are many indirect means and methods to measure the quality of service, but more adopted in research and studies we find, The gap between perceptions and expectations model, the concepts reached by previous studies and research It is unanimous that the issue of quality of service is embodied as a multidimensional concept, and cannot be identified or measured using an individual scale. Credibility good reputation for the service organization, honesty among the employees and service providers, honesty in communication, promises and appointments, honesty in the published information; Employee competence adequate knowledge of service processes and procedures on the part of employees, distinctive skills in service delivery, ability to act in exceptional situations, outstanding performance; Security adequate security of the surroundings of the place of service, a sense of security to obtain a good service, preservation of the confidentiality and privacy of the beneficiaries of the service , a sense of reassurance about the lives of the property of the service applicants; Empathy putting the interest of customers at the forefront of the concerns of employees and management, providing personal care to each member of the service public, feeling empathy for the service applicant, exposing him to a problem, respecting the customs and traditions of customers.

PARASURAMAN AND HIS COLLEAGUES WERE LATER ABLE TO COMBINE THE PREVIOUS TEN DIMENSIONS OF QOS INTO JUST FIVE DIMENSIONS AFTER A SERIES OF TESTS USING THE N FACTOR ANALYSIS METHOD( Zeithamal, SERVQUAL ,1988, pp. 21-37) AND CALLED THESE DIMENSIONS THE SERVQUAL MODEL FOR MEASURING QUALITY OF SERVICE. These five dimensions included the following: Tangible aspects: includes physical facilities and equipment used in the

production and provision of the service, and the external appearance of the employees of the service organization.

Trust and reliability: It is the ability to perform the service according to the promises made, in a way that can be relied upon and accurately (error-free).

Responsiveness: It reflects the willingness of the employees of the service organization to help customers or customers and provide service quickly.

Guarantee: It reflects the knowledge and experience of the employees of the service organization, and their ability to gain trust in customers or customers.

Empathy: It reflects the care of customers or customers, and the personal attention of each individual. Using the SERVQUAL Quality of Service model, 22 or more phrases can be developed to express its previous five dimensions and refer to the distinctive characteristics of the service whose quality is to be measured. This should also be applied twice when measuring the quality of service, as these measures related to the previous dimensions are applied once to customer expectations towards excellent service for example: excellent and advanced health service from a government hospital, and again to customer perceptions. For the level of actual service they receive the actual health service obtained in the government hospital whose quality of service is required to be measured according to the perceptions of the beneficiaries of this service. The researcher then found the difference between customers' perceptions of the actual service and their expectations towards excellent service, by subtracting the values of responses on the Likert scale used in the survey lists, where the number (1) indicates the lack of full approval, while the number (7) indicates full approval of each statement of the SERVQUAL scale And as that (Vandamme , jeunis,1993,pp.30-49) Vandamme And Leunis The model SERVQUAL Not only focused on service outcomes, but also on the delivery process service, And the interactive relationship between service providers and Customer. It is worth noting that this is a model for measuring the quality of service that has spread its application since the end of the eighties in different types of services provided by private business organizations and generality. The scope of application of this model also extended to To many countries of the world in Europe and Australia and Asia And some Arab countries through research and studies at the academic levels, and practical. And so The model and its metrics have become highly trustworthy, credible and applicable.

#### **4. The reality of the quality of services in Algeria Telecom and Ain Temouchent Unit :**

In support of what we have presented in the theoretical aspect, and in view of the nature of the topic, which requires trying to project theoretical concepts on practical reality and know the extent of their application in the Algerian institution, and in order to answer the problem posed and related to the extent of the role of human resources management in improving the quality of services in the institution.

We chose Algeria Telecom because of its advantages over other institutions at the national level, and it has recently sought to develop its services in light of fierce competition. What is Algeria Telecom?

Algeria Telecom is a public institution with shares of a commercial nature in the field of services, especially in the field of telecommunications, and it is active at the national level, its opening capital is estimated at 100 million Algerian dinars until 2005 and then raised to 50 billion Algerian dinars, and registered in the commercial register No. 02 B0018083 and its social headquarters in Algiers.

Algeria Telecom Ain Timouchent Province : The Ain Timouchent branch of Algeria Telecom is located within the distribution network of the central administration of Algiers and the regional administration of Oran, which is a telecommunications unit. The commercial agency of Algeria Telecom is the front end of the institution, and Algeria Telecom has outlined in its program from the beginning three main objectives on which the company is based: quality, efficiency and quality of services. The role of training in improving the quality of services within Algeria Telecom Ain Timouchent Governorate: There are several types of training in the Directorate <sup>(27)</sup>, Internal training: It is within the institution with internal efficiency and currently its duration is between a week and three months as needed in order to enable employees to practice their work in good conditions, which earns the institution a profit for time and money., External training: It is of two types of short-term, i.e. from one month to three months, and it is with a contractor and is also subject to the low price up to fifty thousand dinars, but if it is above fifty dinars, the institution must contract with two or three, while long-term, i.e. three months up to six months, it is for groups working in the technical field. The role of motivation in improving the quality of services within Algeria Telecom Ain Timouchent Province: which in turn is material and moral, Financial incentives, There are social activities. Health services. Excursions. The Foundation also conducts a lottery for workers to go to Umrah every year, and whoever wins the Hajj lottery, the costs are on the Foundation's shoulders. Moral incentives, The institution has moral incentives aimed at providing an appropriate climate for the worker in conditioning and

achieving belonging to it, and according to the same social agreement dated 13/07/2003 grants the worker the right to these moral incentives. Negative incentives: However, just as there are positive incentives for the institution, on the other hand, there are negative incentives, and according to what is stated in the internal organization of the institution in Article 118 based on what is authorized by Article 72 of the Social Agreement Code contained on 13/07/2003, it is classified as the penalties applied to it according to professional errors, and public discipline. The role of evaluation in improving the quality of services within Algeria Telecom Ain Timouchent Governorate: The Department of Human Resources Management distributes cards to evaluate the performance of workers to the heads of work teams in order to evaluate the employees for a grant of points that are according to discipline, performance, biography, the number of interventions made by the worker in order to solve customer problems and the number of sales that he makes and be an addition to him in the base wage he obtains, the evaluation process in the institution in general is subject to the productivity of each worker in his field in the institution. The role of leasing in improving the quality of services within Algeria Telecom Ain Timouchent Governorate: The wage is an effective tool in motivating the human resource and improving its standard of living, which helps in attracting and attracting the highly qualified human resource, the wages in the operational directorate of Algeria Telecom are improved relative to the rest of the public institutions, where the lowest wage ranges from three thousand Algerian dinars, an institution that attracts highly qualified employees.

#### **4.1. Field Study Methodology (Data Analysis and Hypothesis Testing)**

We will learn about the methodological framework of the study, then present and analyze the results of the study, then test the hypotheses to come up with hypotheses , Field study methodology: In this study, we relied on the descriptive analytical approach in order to identify the phenomenon under study, and the statistical package program for the social sciences (SPSS.V.20) was used in order to process the data obtained through the field study of the surveyed sample.

Determine the population and sample of the study.

All the employees of Algeria Telecom, Ain Temouchent branch, including executives, technicians and executives, numbering 2 00workers, where we distributed 40 questionnaires and retrieved 33 questionnaires, Study tools and sources of information: To achieve the objective of the study of knowing the role of human resources management in improving the quality of services within Algeria Telecom in the wilaya of Ain Timouchent, then using the questionnaire

as a tool to collect data as: Independent variable: human resources management with its various functions (motivation, training, evaluation, leasing), Dependent variable: Quality of services, Stability of the study tool: It means the stability of the results obtained using the measurement tool several times, where the stability coefficient was used depending on the internal consistency factor alpha Cronbakh , as the closer the value of the stability coefficient to one, the stability is high and the closer it is to zero, the low stability.

**Table (01): Stabilité coefficient for all statistique de fiabilité mesures**

Number of ferries	Alpha Cronbach
33	0.955

Source: Prepared by researchers based on SPSS V.20 outputs

From the chart, we conclude that the total statements of the study variables have satisfactory credibility and satisfactory stability, as the value of Alpha cronbach is 0.955, which is an acceptable and strong stability coefficient of 95.5%.

Test the main hypothesis: There is a positive and statistically significant relationship between human resources management and quality of services in Algeria Telecom, Ain Timouchent branch., To know the impact of human resources management on the quality of services in Algeria Telecom, Ain Timouchent branch. We used a simple linear regression model. As human resource management is an independent variable and the quality of services is a dependent variable at a significant level of 5%. Thus we write the following equation:  $y = a_0 + a_1 x_1 + e$

**Table (02): Linear correlation and level of significance for hrm**

	Correlation coefficient	Coefficient of determination	T calculated	Regression coefficient	Degree of freedom	Significance level	Coefficient $a_0$
Human Resource Management	0.691	0.477	5.320	0.939	K=1 M-K-1=31 M-K = 32	0.000	0.198

**Source: Prepared by the researcher based on the outputs of the SPSS**

Through the table, the level of significance is equal to 0.00, which is less than the level of significance 0.05 and therefore it can be said that there is a statistically significant relationship between the two variables, and this is confirmed by the correlation coefficient estimated at 0.691, which indicates a strong positive relationship between them and from the coefficient of determination, we find that

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human resources management affects and controls the improvement of the quality of services by 47.7%. The following equation shows the relationship between two variables  $\epsilon Y = 0.198 + 0.939x + \epsilon$  at a significant level of 5%. We note through the model presented between human resources management and improving the quality of services that the higher the percentage of human resources management by one unit, the higher the quality of services by 0.939 units at a significant level of 5%.

Testing the first sub-hypothesis : There is a positive and statistically significant relationship between motivation and quality of services in Algeria Telecom, Ain Timouchent branch. To test the first hypothesis, we used a simple linear regression model. Motivation is an independent variable and quality of services is a dependent variable.

**Table (03): Linear correlation and significance level of motivation**

	Correlation coefficient	Coefficient of determination	T calculated	Regression coefficient	Degree of freedom	Significance level	Coefficient $a_0$
<b>Stimulation</b>	0.633	0.401	4.551	0.636	K=1 M-K-1=31 M-K = 32	0.000	1.299

**Source: Prepared by the researcher based on the outputs of the SPSS**

Through the table, the significance level is equal to 0.00, which is less than the moral level.0.05 Thus, it can be said that there is a statistically significant relationship between motivation for human resources and improving the quality of services, this is confirmed by the correlation coefficient estimated at 0.633, which indicates a strong positive relationship between them, and from the coefficient of determination, we find that motivation affects and controls the improvement of the quality of services by 40.1%,

The following equation shows the relationship between motivation and the variable of quality of services  $y = 1.299 + 0.636 x + \epsilon$

We note through the model provided: the higher the value of the stimulus by one unit, the higher the quality of services by 0.636 units

Second sub-hypothesis test: There is a positive and statistically significant relationship between training and quality of services in the institution To test this

hypothesis we used a simple linear regression model. Training is an independent variable and the quality of services is a dependent variable at a significant 5%.

**Table (04): Linear correlation and level of significance for training:**

	Correlation coefficient	Coefficient of determination	T calculated	Regression coefficient	Degree of freedom	Significance level	Coefficient $a_0$
<b>Training</b>	0.683	0.467	5.209	0.831	K=1 M-K-1=31 M-K = 32	0.000	0.249

**Source: Prepared by the researcher based on the outputs of the SPSS**

Through the table, the level of significance is equal to 0.00, which is less than the level of moral 0.05, and therefore it can be said that there is a statistically significant relationship between human resources training and improving the quality of services, and this is confirmed by a coefficient of correlation estimated at: 0.683, which indicates a strong positive relationship between them, and from the coefficient of determination, we find that human resources training affects and controls the improvement of the quality of services by: 46.7%, The following linear equation shows the relationship between two variables:  $Y = 0.249 + 0.831 x_2 + e$

We note through the model provided that the higher the value of training in one unit, the higher the value of the quality of services by: 0.831 units

**Testing the third sub-hypothesis :** There is a positive and statistically significant relationship between evaluation and improving the quality of services .

**Table 05: Linear correlation and significance level of the evaluation process**

Correlation coefficient		Coefficient of determination	T calculated	Regression coefficient	Degree of freedom	Significance level	Coefficient $a_0$
<b>Evaluation</b>	0.429	0.184	2.648	0.418	K=1 n-k- n-k=32	0.013	2.013

**Source: Prepared by the researcher based on the outputs of the SPSS**

Through the table, the level of significance is equal to 0.013, which is less than the level of significance 0.05, and therefore it can be said that there is a statistically significant relationship between the evaluation of human resources and the improvement of the quality of services, while the correlation coefficient estimated at 0.429, which shows that there is a low positive relationship between evaluation and improving the quality of services, and the coefficient of

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determination shows that the evaluation of human resources affects by 18.4% on improving the quality of services, The following equation shows the relationship between the two variables:  $y = 2.013 + 0.418 x_2 + e$

We note through the model presented between evaluation and agile management tools, where the higher the value of evaluation by one value, the adoption of agile management principles rises by 0.418 units at a significant level of 05%.

**Hypothesis Test IV: There is a positive and statistically significant relationship between leasing and improving the quality of services.**

**Table (06): Linear correlation and level of significance for leasing**

	Correlation coefficient	Coefficient of determination	t calculated	Regression coefficient	Degree of freedom	Significance level	Coefficient A0
Leasing	0.416	0.173	2.543	0.431	K=1 n-k-1=31 n-k=32	0.016	1.726

**Source: Prepared by the researcher based on the outputs of the SPSS**

From the above table, the significance level is equal to 0.016, which is less than the moral level of 0.05, and therefore it can be said that there is a statistically significant relationship between leasing and improving the quality of services, and this is confirmed by the correlation coefficient estimated at 0.416, which shows that there is a low positive relationship between leasing and improving the quality of services and the coefficient of determination, which explains that human resources leasing affects the improvement of the quality of services by 17.3%, The following linear equation shows the relationship between  $y=1.726 +0.431 x_4+e$

We can see through the model, the higher the leasing value in one unit, the higher the improvement in the quality of services by 0.431 units.

**The results of the study:** The results obtained from the analysis of the questionnaire were as follows: Motivation and training have a statistically significant impact on improving the quality of services in Algeria Telecom in Ain Timouchent, and this confirms that the Directorate gives great attention to the motivation and training functions of its employees, which improves their performance and the quality of their services, through these results it can be said that workers show high approval as evidence of the good performance of human resources management. The evaluation and leasing have a statistically significant impact, which reflects positively on improving the quality of services, which in turn affects the friendly return of the directorate, but there is a disparity in the

functions as the evaluation and leasing functions are still incomplete compared to the rest of the jobs.

**Study recommendations:** Based on the results of the study, we offer a number of recommendations, the most important of which are: Increased attention and wider use of methods to improve the quality of services by Algeria Telecom in Ain Temouchent, It is important to spread the culture of reducing waste among employees through continuous improvement activities of the company's activities even if there are no problems so as to significantly improve the value of products and services provided to customers. The function of human resources management has an effective role and it positively affects the improvement of the quality of services in Algeria Telecom in Ain Temouchent, but the evaluation and leasing functions require increased attention to them and activation by the management, because of their important role in improving the quality of services whose objectives are in line with the objectives set for the facility.

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