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ARTICLE

Evaluation of Human Resource Performance in the Algerian Economic Institution: A Field Study at the East Cement Company in Hamma Bouziane, Constantine

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Abstract

This study aims to analyze the reality of human resource evaluation and its role in enhancing the efficiency of human resource management and development within Algerian economic institutions, through an applied study on the Hamma Bouziane Cement Company. The study included a sample of 91 employees selected from a total of 413 workers representing various professional categories within the factory. A questionnaire was used for data collection, and the study employed a set of advanced statistical methods for analysis, including the SPSS program. The findings revealed that the Hamma Bouziane Cement Company applies modern practices in human resource performance evaluation at a moderate level, indicating its inclination toward adopting effective strategies to enhance employee efficiency and productivity.

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Introduction

Human resource management is one of the most important challenges facing contemporary management. As this field has evolved, numerous theories, research, and studies have demonstrated that developing and investing in human resource management practices is one of the primary ways that organizations and human or service institutions can achieve high and efficient levels of performance and increase their productivity.

Human resources management includes “a set of integrated and interconnected activities that are jointly designed by managers, team leaders, and human resources specialists, each of whom contributes effectively to the success of these activities. The most important of these policies and activities, or rather, these sub-systems within the human resources management system, are: human resources planning, recruitment, selection, employee turnover management, training and development, performance evaluation, career path planning, motivation, transfer, promotion, and the formulation of good relations between management and employees.” It is thus an integrated whole consisting of functions and subsystems, each of which affects and is affected by the other subsystems of the overall human resources management system.

Algeria, as a part of this world, is not immune to all the changes and developments mentioned above, which impose a profound transformation on it at all levels, especially in the area of managing, rebuilding, and organizing its economic institutions and enhancing their performance so that they can achieve high levels of performance and reach the necessary efficiency and effectiveness.

However, despite the series of numerous and diverse reforms that have been implemented in the Algerian establishment, many of them today lack the components that make them productive and effective institutions. “The public sector, represented by national institutions, suffers from many problems, including the lack of an administrative apparatus that possesses the qualities of competence, experience, and modern scientific methods, and sometimes a lack of responsibility. The effects of all of this have been reflected in production and productivity, and consequently in the performance of institutions.”²²

1.Problem of the study:

The effectiveness and efficiency of our economic institutions, as we propose in this study, is based on the effectiveness and ability of their performance evaluation systems to improve, develop and direct the performance of individuals in the right direction. This is because their success and continuity, especially in light of the international and local conditions and changes that we mentioned previously, will only be achieved through effective, scientific and organized management of their human resources, including the application of regular, objective and effective systems for performance evaluation, which contribute to eliminating many of the negative aspects that characterize the performance of individuals and the climate of the Algerian institution in general.

Performance evaluation can become a routine administrative task and a pointless formality if it is not supported by a specific strategy, if it is not provided with a suitable organizational climate, and if it is not implemented accurately, rigorously, and regularly, based on scientific principles, and if it is not linked and integrated with other policies related to human resources affairs in the organization, as it is a subsystem that complements other subsystems of the human resources organization, such as recruitment, training, and incentives.

Within the framework of this vision, and in light of the internal and external challenges facing the Algerian institution, the current study attempts to diagnose the actual practices of evaluating the performance of human resources in one of the Algerian institutions, specifically the Eastern Cement Company in Hamma Bouzian, Constantine, and to identify the circumstances and procedures associated with it, and the difficulties and obstacles associated with their application, based on the following main question:

To what extent are human resources performance evaluation practices applied in Algerian economic institutions?

2. Study hypothesis:

Human resources performance evaluation practices are applied at an average level in the Algerian economic institution, “Cement Company of Hamma Bouziane.”

3.Importance of the study:

- This study addresses and discusses a modern, contemporary topic of great importance in the field of human resource development and management in organizations.
- The importance of the current study stems from its aim to identify the reality of resource management practices and evaluate their performance, particularly in the Algerian economic institution.
- The practical importance of the study lies in the information and analyses it will provide, which may contribute to helping the management of the economic institution identify the strengths and weaknesses of its performance evaluation system in order to enhance the strengths, address the weaknesses, and achieve the desired effectiveness.

4.Study objectives:

In light of the previous presentation of the study problem and its importance, the main objective of the study is to address and analyze the process of evaluating the performance of human resources in the economic institution as one of the basic functions of human resources management, while highlighting its great importance and its connection with all other policies for the development and management of human resources.

In addition to achieving other sub-goals, which are as follows:

- Highlighting the strategic importance of the performance evaluation process, raising awareness of it, and defining the significant contribution and role it can play in the proper management and development of human resources and increasing performance rates.
- Highlighting the problems and obstacles facing the human resources performance evaluation process and limiting its effectiveness in Algerian economic institutions.
- Providing appropriate solutions and necessary recommendations derived from real-world experience that can help the research institution and Algerian institutions in general improve the effectiveness of the performance

evaluation system, solve problems associated with its implementation, and provide it with greater care and attention.

5. Study concepts:

One of the requirements of practical research on any topic subject to research is that the researcher should take care to define the basic terms and concepts that he uses in his research.

1.5. Performance evaluation:

Performance appraisal is defined as “a periodic method by which a supervisor records his or her judgment of an employee’s job performance.”³

And he knowshHanafi Abdel Ghaffar and Hussein Al-Qazzaz define it as “the method or process used by employers to know which individuals have completed the work as it should be performed, and this evaluation results in describing the individual with a certain level of competence, worthiness, or entitlement, such as: excellent, very good, good, acceptable, weak, very weak.”⁴

And Schuler says, Shuler defines performance appraisal as a formal system for measuring and evaluating the employee's job behaviors and work results to discover how and why the employee performs his current work and how his performance can be improved in the future to serve him and his organization..⁵

Mansour Ahmed Mansour provided a comprehensive definition of performance evaluation, as he defined it as “obtaining specific facts and data that would help in analyzing, understanding, and evaluating the worker’s performance of his work and behavior in a specific period of time, and estimating the extent of his technical, scientific, and practical competence to fulfill the burdens of responsibilities and duties related to his current and future work.”⁶

In light of these different definitions of performance evaluation, we can arrive at a definition that is in line with the new direction of human resources performance evaluation, which will be a procedural concept in our current study. It is that human resources performance evaluation is that regular and continuous process that is carried out by a person or a group of people during a specific period of time, which includes collecting facts and data about the performance and behavior of an individual within the framework of his work, in order to judge this performance based on. Based on established standards and an assessment of the human resource’s ability and compatibility with the burdens of tasks and duties related to his current work and the possibility of his employment, training, transfer, and promotion in the future.

2.5. Human Resources:

Human resources at the organizational level are defined as “the total knowledge, talents, capabilities, attitudes, values, and beliefs of the organization’s workforce.”⁷

It is also defined as: **The group of individuals and groups that make up an organization at a specific time. These individuals differ from one another in terms of their composition, experiences, behavior, attitudes, and ambitions. They also differ in their jobs, administrative levels, and career paths.**⁸

The researcher means human resources procedurally. **They are the sum of individuals in various professional categories, including workers and employees, who belong to economic institutions from the time of employment until retirement.**

4.5. Economic institution:

The view of the institution differs according to the scientific principles of its students. Legal scholars focus on the legal aspects of the institution and the individuals working in it, while economists are interested in the relationships that link the institution to the general economic framework. Management scholars view the institution through the internal organization and the rules that govern this organization, while sociologists view the institution through the social structures of the institution and its relationship to the structures. Socials surrounding it.⁹

Talcott Parsons defines an organization as “a unit of Social It is established according to a specific structural model in order to achieve specific goals.”¹⁰

This means that institutions are social units that have specific and clear goals that they seek to achieve. In other words, the existence of clear goals for the institution is what gives it a distinctive character from the other social units that make up society.

In another definition, the institution is known as a technical and social unit in which the elements of production are managed to reach a specific goal. It is a technical unit because it includes machines, tools, methods and means to accomplish various tasks. It is also social because it includes groups of people who use these methods and means and operate these machines and tools, and because these individuals establish various relationships among themselves, whether related to the required work or to personal and social interests. This unit has a specific goal that it seeks.¹¹

The economic institution is defined as “a unitEconomicIt brings together the human and material resources needed for production.The economist .¹²

It is also known as a unit for the continuous production of goods and services with the aim of maximizing profit, where it obtains the elements of production from the markets, then collects them and produces them in the best way to display them in the market in order to achieve its goal.¹³

It is worth noting that the view of the institution has taken two main directions: either to view it as a closed system that does not affect and is not affected by the external environment surrounding it, or to view it as an open system that is affected by and affects the environment surrounding it. We agree with the second view, and from here our study adopts as a procedural concept of the economic institution that focuses on it being a social unit that aims to produce a commodity or service formed in a specific organizational form that affects and is affected by the external environment surrounding it.

5.5.Human Resources Performance Evaluation:

Human resource performance evaluation is one of the most important modern methods used in organizations to reveal the level of professional and administrative efficiency of these resources, as well as to appreciate the professional efforts exerted to achieve the set goals and uncover shortcomings. In addition, the evaluation process is necessary to determine the level of a certain work, and it is a way to improve work; as evaluation does not mean praise or criticism alone, but rather a careful examination of the reality of the situation and issuing judgments with the aim of improving, developing and revealing the capabilities of individuals in the organization, and thus developing and advancing them. It is also used to reveal the effectiveness of other human resource management and development policies such as training and employment or promotion, transfer and rehabilitation.

1.5.5.The importance of the human resources performance evaluation function:

Evaluation is an effective means of revealing the strengths and weaknesses in the performance of institutions of all kinds. Its importance lies in the following:

- The importance of performance evaluation for human resources stems from the nature of the relationship between it as an activity and other human resources management activities, including recruitment, planning, training, job analysis, compensation, and incentives.¹⁴
- The purpose of the human resources performance evaluation policy is to evaluate the performance of employees on a regular and periodic basis and over time periods according to the nature of the work in the organization, and to have performance rates on the basis of which the employee's actual performance is compared with what is required, as well as his behaviors and actions, the job duties assigned to him, his abilities, and knowledge of his cognitive and skill needs, so that the right person can be placed in the right place.¹⁵
- Performance appraisal for human resources is of paramount importance in the administrative process and among its topics. It is the means that motivates departments and agencies, whether administrative or production, to work with vitality and activity when the organization's management continuously monitors the duties and responsibilities of subordinates, and motivates them to work effectively. Furthermore, organizations reap the benefits of examining its scope and results, especially when improving and developing employee performance, as it is a tool for detecting and addressing areas of deviation.¹⁶
- The importance of evaluating the performance of human resources in all fields is increasing, due to the positive returns it provides, represented in clarifying visions and modifying the course of the processes being evaluated by collecting information that helps in knowing the real reality that helps specialists in making appropriate decisions regarding the feasibility of educational programs and their components of inputs, processes and outputs..¹⁷

From the above it is clear that evaluation is a meansIt is important for evaluating behavioral and professional performance, as it contributes to identifying the capabilities, energies, skills, talents, and creativity that one employee possesses more than another, through analyzing and diagnosing their performance and behavior. It

also enables management to identify and enhance strengths, and weaknesses, and avoid them, in the performance of human resources. It also establishes the principle of fairness and objectivity in dealing with them, and then determines their training needs.

2.5.5.Objectives of the human resources performance evaluation process:

The primary goal of performance evaluation is to ensure that each individual's skills and knowledge are utilized to their fullest potential, thereby increasing productivity and ultimately benefiting the organization and its competitiveness. Furthermore, the performance evaluation policy enhances the motivation of human resources to increase their effectiveness in achieving the organization's goals.

The performance evaluation process aims at three goals located at three different levels, as follows:¹⁸:

- At the corporate level: To create a climate of trust, raise the performance level of human resources, and capitalize on their capabilities and potential. Also, to help the organization establish standard performance rates that enable it to retain highly skilled and capable human resources.
- At the leadership and managerial level: to develop relationships with employees, identify their problems and difficulties at work, and motivate and encourage them to develop their skills and intellectual potential.
- At the level of the individual worker: to motivate them to do their work with diligence, seriousness and sincerity, and to make them feel that justice is being done and that their efforts are being taken into consideration. Evaluation also constitutes a review of the knowledge of unqualified human resources, and the integration and planning of their training and the development of their knowledge, skills and attitudes in line with the organization's goals.

Hence, we find that HR performance evaluation represents an important policy for ensuring the organization's continued effectiveness and long-term success, as it helps in developing programs that improve and develop HR performance.

3.5.5.The relationship of personnel evaluation to other functions of human resource management:

People are considered one of the most important resources of the organization. In order for the organization to be able to use, exploit and develop this resource, it must plan, organize, direct and evaluate it, meaning that it must manage it..

Human resources management is defined as: "the administrative activity related to determining the organization's needs for manpower and providing it in the necessary and specific numbers and competencies, while coordinating the utilization of this human power with the highest possible efficiency."¹⁹That is, human resource management is the application of management functions to human resources with the aim of providing a productive and stable workforce..

It is worth noting that human resources management is an integrated process consisting of many functions that are linked and related to each other. In other words, the success of any particular human resources management policy depends on the other policies and the extent of their consistency with them, their connection to them, and their overlap with them. The evaluation of human resources performance is considered one of the most important functions of human resources management, which is considered a review or follow-up of the rest of the other personnel policies.²⁰Since the primary objective of evaluating the performance of individuals is to provide information and data about the nature and level of individuals' performance, this data can be used as a criterion and objective basis for issuing many decisions related to the lives of individuals in the organization..

For example, the management of institutions can judge the success of the selection policy through the evaluation process, because performance evaluation can identify whether the person or new employee is suitable for the position to which he was appointed or not. The evaluation also reveals whether the position to which the person was assigned matches his inclinations, is consistent with his abilities, is compatible with his qualifications, and is in line with his level of ambition or not. The results of the evaluation can also be relied upon when conducting a test for an individual for employment in the institution. By referring at the end of the test period to the reports used to evaluate his performance during this period, it can be determined whether he is fit for final appointment to his job position or not. The results of the evaluation can also be used as a basis for promotion, as it is the only neutral criterion that reveals to management the capabilities and competencies of the individual and the extent of his suitability for promotion to other positions. In addition, performance evaluation can be used in other areas, such as determining the wages and bonuses that individuals receive, in evaluating training programs, determining training needs, transfer, demotion, and dismissal processes, and even in determining penalties.²¹In planning the career path of individuals, performance evaluation reveals the capabilities of individuals and thus the possibility of promoting them to higher positions or demotion. It also helps in transferring and placing each individual in

the position that suits his capabilities and skills. In general, information and data from the process of evaluating the performance of individuals can be used to serve three basic purposes, which are:²²

- **Administrative purposes:** It includes all decisions related to human resources affairs in the organization, such as decisions on promotion, transfer, demotion, determining or terminating employment contracts, as well as decisions on disbursing bonuses and enrolling employees in training programs, etc..
- **For guidance and advice purposes:** The information provided by the performance evaluation report, as well as the feedback provided by supervisors to subordinates, may be used for several purposes, such as career planning and guidance. Among the most important objectives of this use are improving job satisfaction and stimulating work motivation among individuals..
- **For research purposes:** Information generated from the performance appraisal process may be used as part of research projects such as evaluating training programs, evaluating incentive policies, validating selection procedures, etc.

The bottom line is that the information and data provided by the performance evaluation of individuals has significant value and many diverse uses. There is also a close and fundamental connection between the performance evaluation of human resources and other human resource management systems and some other administrative procedures. What must be emphasized is that the management of any organization must determine which field or which of the fields the performance evaluation reports will contribute to making decisions about, with the necessity that this be known by all individuals in the organization. The management must also commit to using the data obtained in those specific fields, so that the performance evaluation acquires a serious and objective character for superiors, subordinates and management alike..

6. Study methodology:

In line with the study's objectives and questions, we used the descriptive analytical approach, which is appropriate for this type of descriptive studies that investigate the characteristics of the phenomenon and its interpretation.

7. Study community:

The study population consisted of all workers and executives of the Hamma Bouzian Cement Company, whose number at the time of applying the study was 413 workers.

8. Study sample:

A stratified random sample was taken from the study community, with the sample size reaching 83 individuals, with a general percentage estimated at 20.09% distributed across various socio-professional ranks, from executive to executive, according to the following statistics: 20 frameworks, 47 control assistants, 16 implementation assistants, where the study form was distributed and applied to all sample members, and 83 forms were retrieved, and after examining the forms, we found that they were exploitable, with some of the respondents being contacted again to complete and adjust their answers, and all the forms were accepted and approved for including all the required conditions.

9. Data collection tools:

The study relied on collecting data on various sources, including secondary sources such as books, references, university theses, and scientific articles that dealt with the research topic directly or indirectly, with the aim of identifying the scientific and modern foundations related to the study and the research topic, which helped in forming and building its theoretical framework, in addition to the primary sources that included mainly a research form (questionnaire) designed based on the five-point Likert scale to measure the extent of application of performance evaluation practices in the institution, the field of research, and it was applied to a selected sample from among all employees of the cement company in Hamma Bouzian.

1.9. Validity and reliability of the scale used (formula)

Table 01- Calculating the value of Cronbach's alpha coefficient:

The result	Number of phrases	Axis
0.950	14	Human Resources Performance Evaluation

It is shown from Table No. (01) It is shown above that the Cronbach's alpha coefficient for the questionnaire adopted in the study reached (0.950), which is a high, good, and statistically significant value in such studies. These values indicate a high degree of stability of the questionnaire..

Thus, and based on. Based on these statistical data, we have confirmed the validity and reliability of the questionnaire applied in our current study, which relates to the reality of evaluating the performance of human resources in the Algerian economic institution, and we have confirmed the validity of the questionnaire and its suitability for analyzing the results of the study.

2.9. Internal consistency validity of the questionnaire:

table02 Pearson's correlation coefficient test for the questionnaire items on "the reality of human resources performance evaluation practices in the economic institution"

The result	Significance level	Correlation coefficient value	Phrase number	The result	Significance level	Correlation coefficient value	number phrase
<u>function</u>	0.001	0.68**	08	<u>function</u>	0.001	0.812**	01
<u>function</u>	0.001	0.70**	09	<u>function</u>	0.001	0.812**	02
<u>function</u>	0.001	0.70**	10	<u>function</u>	0.001	0.74**	03
<u>function</u>	0.001	0.66**	11	<u>function</u>	0.001	0.71**	04
<u>function</u>	0.001	0.73**	12	<u>function</u>	0.001	0.71**	05
<u>function</u>	0.001	0.73**	13	<u>function</u>	0.001	0.67**	06
<u>function</u>	0.001	0.69**	14	<u>function</u>	0.001	0.70**	07

Prepared by the researcher based on the program outputs SPSS V27 and questionnaire data

Through the table shown above, which came to show us a test of the Pearson correlation coefficient, which the latter provides the strength of the correlation between all the phrases of the study variable (the reality of human resources performance evaluation practices in the Algerian economic institution), through what was presented through the program outputs. Above we find that the correlation coefficients (**Pearson Correlation**) among all the axis expressions, there is a statistical significance and it ranged between 0.66 and 0.81, where we note that the value of the significance level (**Sig**) Less than the significance level (0.05), and therefore we consider that each statement of the third axis is valid and consistent with what it was designed to measure.

3.9. Statistical treatments used:

The necessary statistical processing of the data and answering the study questions was carried out by extracting numbers, percentages, arithmetic means and standard deviations. The Cronbach alpha reliability equation was used to examine the reliability of the tool. Study and laboratories Pearson correlation and calculating the relative importance of answer statements. The questionnaire and this All by using the computer using the package program Statistics SPSS

10. Data analysis and discussion of study results:

1.10. Analysis and discussion of the results in light of the study hypothesis:

At this stage of the study we will test the research hypothesis which was previously presented in Theoretical section. This research paper aims to measure the extent to which human resources performance evaluation practices are applied at the organization level. Economic: Company Cement in Hamma Bouzian - Constantine.

that Statistical processing in hypothesis testing is linked to several scientific statistical concepts of great importance that must be employed in the study. Among the most important of these concepts are::

- Research hypothesis: It is a temporary solution to the study problem. The research hypothesis can be formulated based on the theoretical framework, or on previous observations. Research hypotheses cannot be tested directly, but must be transformed into statistical hypotheses that can be directly tested.
- Significance level: The hypothesis is tested at a specific significance level, and the commonly used significance level in humanities and social sciences studies is (0.05), which is known as the alpha value. That is, the null hypothesis is tested at a significance level of alpha equal to (0.05). This means that the acceptable probability of obtaining results similar to what was obtained by chance, or by sampling error, must not exceed (0.05), or in

other words, an amount of error in the validity of the results is acceptable, not exceeding 0.05.

2.10. The key used in the correction:

Before discussing the results of testing the study hypothesis, we must clarify how to evaluate and judge the results of the statistical analysis that we obtained. In this regard, we gave the sample individuals' attitudes towards the scale statements values (numbers) that represent weights for their attitudes from 1 to 5. After that, we calculated the difference between the lowest value, which is 0, and the highest value, which is 5, through the following process: $5-1 = 4$, which is the range. Then we divided the range by the number of fields required in judging the results, which is 5, to obtain the following result: $4/5 = 0.8$. After that, we added this value starting from the lowest value to the highest value, i.e. starting from value 0 to value 5

This is in order to provide a description of the periods for determining the trend based on the arithmetic mean, and the following table:

The key we used in the evaluation shows: Results.

table03: It is clear Likert scale correction key for interpreting sample members' answers:

Overall Evaluation Score	Likert scale rating		Categories
very weak	1	Strongly disagree	1 -1.8
weak	2	Disagree	1.81 - 2.60
middle	3	neutral	2.61 - 3.40
high	4	OK	3.41 - 4.20
very high	5	Strongly agree	4.41 - 5

And building. Based on the primary data obtained from the questionnaires and organized using the statistical program, a comprehensive table was designed to summarize the statistical results related to the statements that measure the human resources performance evaluation practices in the Hamma Bouziane Cement Company. where We used the arithmetic mean and standard deviation as two basic statistical tools for data analysis, due to their ability to describe the characteristics of the probability distribution of responses. By applying these statistics to each statement and to all statements combined, a set of statistical values was obtained that accurately reflect the opinions of the respondents about the study variable. The table came as follows::

3.10. Results of the study hypothesis test:

table04: It shows the arithmetic means and standard deviations for all the terms of the study variable.

Sample individual s' orientation	relative importance	standard deviation	arithmetic mean	Phrase number	Sample individual s' orientation	relative importance	standard deviation	arithmetic mean	number phrase
<u>High</u>	0.61	1.237	3.07	08	<u>Medium</u>	0.58	1.052	2.88	01
<u>Medium</u>	0.55	1.236	2.76	09	<u>Medium</u>	0.53	1.217	2.63	02
<u>Medium</u>	0.54	1.028	2.72	10	<u>Medium</u>	0.59	1,081	2.95	03
<u>Medium</u>	0.48	1.082	2.41	11	<u>High</u>	0.60	1.082	2.98	04
<u>Medium</u>	0.56	1.109	2.81	12	<u>High</u>	0.60	0.956	2.99	05
<u>Medium</u>	0.52	1.014	2.58	13	<u>Medium</u>	0.57	1.110	2.84	06
<u>Medium</u>	0.53	1.211	2.67	14	<u>Medium</u>	0.52	1,093	2.60	07
Medium grade			relative importance		standard deviation		arithmetic mean		Total axis
			0.56		0.864		2.78		

Prepared by the researcher based on the program outputsSPSS V27 and questionnaire data

Through the table above, which deals with the opinions and trends of the sample members regarding the practices of evaluating the performance of human resources in the Algerian economic institution.a companyCement in Hamma Bouzian. In general, the total arithmetic mean of the respondents' answers to all the axis's phrases reached 2.78, which falls within the range [2.6-3.4]With a standard deviation of 0.864, which indicates the convergence of individuals' opinions and their concentration around the total value, the overall arithmetic mean represents the data center for the sample individuals' trends, i.e. 56%We agree that the human resources performance evaluation practices at the Hamma Bouzian Cement Company, the subject of the study in Constantine, are average.

Below is a table of results:CAanalysis of the study hypothesis test:

table05: Hypothesis test analysis resultsstudy:

decision	Significance levelSig	degree of freedomdf	standard deviation	arithmetic mean	Sample size	Statistical significance of sample members' answers to the statements of the third axis
<u>function</u>	0.001	82	0.864	2.78	83	

From the table above, we find that the opinions and attitudes of the sample members regarding:Study variableIn the cement company of Hamma Bouzian - Constantine - in general, the overall arithmetic mean of the respondents' answers to all phrasesStudy variableIt reached 2.78 with a standard deviation of 0.864, which indicates the convergence of the respondents' opinions and their concentration around the value of the general arithmetic mean of the axis. In addition, we note that the value of the significance levelSig=0.001It is less than the significance level (0.05), and therefore there is statistical significance for the results of the sample members' answers regarding the methods and strategies for evaluating human resources in the Algerian economic institution (a companycementIn Hammamet Bouzian).

Accordingly, we can say that the study hypothesis (human resources performance evaluation practices are applied in the Algerian economic institution at an average level) is statistically significant and that it reaches the required level (acceptable) at a significance level of less than 0.05.

andIn interpretation of these results, we can say that reality and studiesTDifferent provenAlgerian economic institutions in general, and the Hamma Bouziane Cement Company in particular, face increasing challenges in light of the rapid changes witnessed by the world.Business requiresThese challenges include developing more effective and flexible performance evaluation systems that help identify employees' strengths and weaknesses, determine their training needs, and link performance to the organization's strategic goals.,These systems also provide objective evidence for making decisions related to the career development and professional advancement of employees, which contributes to enhancing job satisfaction and reducing turnover.and transportation.Moreover, effective evaluation systems can contribute to building a strong corporate culture based on transparency and fairness, which encourages innovation and creativity.

In general, the institution in the field of study applies practicesModern LHR performance evaluation but not as much as requiredandThis does not negate the fact that the organization strives to implement modern performance evaluation methods and strategies and seeks to provide a positive work environment through these policies that greatly impact the performance of human resources..

Through our field study and interviews we conducted with officials,administrationHuman Resources and the Head of Training Department: We have noticed a great desire among the institution's management to adopt and implement modern policies and strategies in the field of evaluating individual performance, but these efforts are still insufficient.It shouldThose in charge of this institution must make additional and practical efforts in this direction, as in contrast to what the administrators have stated regarding this point, we have noticed throughOur contactWith workers and interviewsWe did itWith many of them during the applicationQThe survey expressed a kind of dissatisfaction and discontent towards this sensitive area related to management.and developmentResourcehumanity .

11.Study results:

1.11.An analytical and evaluative look at practicesEvaluating human resources performance in light of the study results

Among Results of our study Our registration for The state of dissatisfaction that was proven in the field, even if it was moderate, revealed to us that the performance evaluation practices in the institution are marred by some shortcomings. Therefore, implementing a scientific, practical and fair performance evaluation system is an urgent necessity through which incentives and rewards are distributed to those who deserve them. According to precise performance standards and criteria known to all (in this regard, establishing a scientific and clear system for analyzing and describing jobs provides an objective reference for the evaluation process), in addition to establishing an appropriate incentive policy linked to performance, applicable and known to all (it can be included in the terms of the collective agreement, provided that it does not conflict with the spirit of the laws regulating the process), Although there are many advantages and positives that distinguish it, practices Performance evaluation applied in the cement company in Hamma Bouzian, but it does not It disappeared It needs improvement, follow-up and evaluation by the institution, considering the process. Performance evaluation process Vitality plays an important role in achieving motivation, desire, and raising the morale of workers, and motivating them to make the necessary effort to improve performance.

In addition to these results In response to the second study question Through the field study and analysis of the obtained statistical data, we have concluded that there is a lack in the extent of the interconnection and integration of the performance evaluation process and other human resources management policies, or that this integration and interconnection does not rise to the required level, especially with regard to the relationship between performance evaluation systems and the training process. And between The process of performance evaluation, promotion and awarding bonuses, where we recorded negative trends among sample members regarding these two points, which requires those in charge of the institution to address the imbalances in this sensitive aspect, as it directly affects the desire and commitment of workers to perform their work and negatively impacts their performance.

12. Recommendations and suggestions

At the end Our study Through which we sought to uncover and analyze Describe practices Related to Performance evaluation Human Resources In light of the results and field facts revealed by our study, we decided to present some practical recommendations and proposals that would increase the effectiveness of policies. Performance evaluation At the economic institution, Hamma Cement Company Bouzian and which At the same time, it can be used in other institutions belonging to the same economic sector in the Algerian work environment. The recommendations are as follows:

- Create and activate committees Means and mechanisms Effective and periodic monitoring and follow-up by neutral specialists from inside or outside the organization. (audit) as is the practice in developed countries and global economic institutions to evaluate human resource management practices In general and performance evaluation in particular to measure bezzell Its effectiveness and correction The imbalances in these practices, if any.
- The need to work on developing an integrated strategy for human resources management practices Includes total Integrated and interconnected sub-systems and creating coordination between them so that they become part of the institution's comprehensive strategy. This is done through direct coordination between the institution's management and the human resources department and working together on how to establish an integrated strategic plan. To manage Human resources include its various policies that support, align with and are not in conflict with the overall strategy of the company. RCement factory in Hama Bouzian.
- Add more transparency And In the performance evaluation process, evaluators are trained in modern evaluation methods and clear, evaluable criteria are adopted that are directly linked to job description cards, which should include all jobs and professions in the organization.
- Directly linking evaluation results to the incentive and reward system and using it as a key indicator for promotion.

conclusion:

Our current study was based on the fact that the human resources performance evaluation systems in the Algerian institution are marred by many shortcomings and are exposed to many obstacles and problems that prevent the achievement of the desired effectiveness. In addition to the findings of many studies, which confirmed that the practices of human resources management and development in the Algerian institution, including those related to human resources performance evaluation, did not rise to the level of modern practices. Our study came to reveal the actual reality of human resources performance evaluation practices in the economic institution, the Hamma Bouzian Cement Company, affiliated with the Algerian Cement Industrial Complex. Our analysis of the reality of these practices in the field of study revealed to us many points of progress achieved by the GICA Group in the field of human resources management and development in general..

The researcher believes that the problems that Algerian public institutions suffer from in the field of human resources management and development, including performance evaluation, are not primarily due to the lack of

competencies or the absence of capabilities. Our public and private institutions, both economic and industrial, are full of a huge number of competencies capable of achieving progress and have the necessary capabilities to implement effective and modern policies in managing their human resources, which we have observed in the field of study. Rather, in our opinion, they are due to the absence, weakness, and ambiguity of strategies in this direction and the penetration of some negative mentalities and practices that are closer to the traditional view of management than to the modern view of human resources, in addition to the absence of means and mechanisms for accountability, follow-up, and keenness to implement and embody policies in the field. In addition to that, there is a tangible delay in keeping pace with the transformations and changes that have affected the field of management and dealing with people in the work environment, which aim to achieve effective management of human resources in its modern concept based on its strategic dimension and considering it an integrated system that includes interconnected sub-systems, and any imbalance in one of them affects the rest of the other policies in this system. This is an area that requires serious focus by decision makers..

To get out of the crisis and catch up with developed countries, we must address it from an analytical perspective that looks at the problem of human resources management in our institutions from multiple angles, including, in addition to paying attention to developments in the global environment, not neglecting the characteristics of our local social and cultural environment. We must develop mentalities, update orientations, and work on investing more in the field of training and education of specialists and professionals in human resources management and the management of public institutions in general, in order to eliminate many of the negative aspects that characterize the climate of our Algerian institutions. It may be necessary to start reforming the individual performance evaluation system through a scientific and comprehensive performance evaluation linked to the rest of human resources policies, developing training policies, and reducing, as much as possible, centralization, which remains a fundamental obstacle to the implementation of policies related to human resources management and limits creativity and flexibility in management.

Research margins:

¹ Ahmed Sayed Mustafa, *Human Resources Management: A Contemporary Strategic Vision*, Dar Al Nahda Al Arabiya, Cairo, First Edition 2006, pp. 18-19.

² Ammar Sakhri, *Problems of National Institutions and Their Solution*, Annals of the University of Algiers, University of Algiers, Bouzareah, Issue 6, Part 2, 1992, p. 11

³ Ali bin Saleh Al-Dulaan: "The opinions and trends of superiors and subordinates regarding the system of evaluating job performance in the Kingdom of Saudi Arabia (reality, problems, solutions)", the documentation book for the symposium on evaluating job performance in the Kingdom of Saudi Arabia, Institute of Public Administration, Riyadh, 1996, p. 26.

⁴ Hanfy Abdel Ghaffar and Hussein Al-Qazzaz: *Organizational Behavior and Personnel Management*, Alexandria University House, 1996, p. 598

⁵ Muhammad Taamneh, "Government Employees' Attitudes Towards Performance Evaluation in the Civil Service System in Jordan," *Yarmouk Research Journal, Humanities Series*, Yarmouk University, Irbid, Vol. 10, No. 3, 1994, p. 285.

⁶ Mansour Ahmed Mansour: *General Principles of Manpower Management*, Publications Agency, Kuwait, 1979, p. 320

⁷ Hamed Ahmed Ramadan Badr: *Human Resources Management*, Dar Al Nahda Al Arabiya, Cairo, 2nd ed., 1993-1994, p. 2

⁸ Wassila Hamdawi, "Human Resources Management, Algeria, Publishing Directorate of Ouargla University, 2004 AD, p. 25

⁹ Muhammad Al-Jawhari: *Introduction to Industrial Sociology*, University Book House, Cairo, 1985, p. 122

¹⁰ Talat Ibrahim: *Introduction to Organizational Sociology*, Gharib Library, Cairo, 1993, p. 9

¹¹ Ali Muhammad Abd al-Wahhab: *Personnel Management, an Analytical Approach: Part 1*, Ain Shams Library, Cairo, 1975, p. 22

¹² Ammar Sakhri: *The Economics of the Institution*, Office of University Publications, Algeria, 2nd ed., 1993, p. 24

¹³ ACMartinet and G..Petit: *the enterprise in a world in change*, edition du seuil, Paris, 1982, P: 2

¹⁴ Nasser Mohammed Al-Adeli, *Human and Organizational Behavior: A Comparative Holistic Perspective*, Institute of Public Administration, Riyadh, 1995, p. 500.

¹⁵ Samir Muhammad Abd al-Wahhab, Laila Mustafa al-Baradei, previous reference, p. 109.

¹⁶Nader Ahmed Abu Sheikha, previous reference, p. 218.

¹⁷. Dian Arthur, *The First Time Manager's Guide to Performance Appraisals*, New York, American Management, 2008, PP 2-4.

¹⁸Mohamed El-Sayrafi, *Human Resources Engineering*, Horus Academic Publishing and Distribution Foundation, Alexandria, 2006, p. 167.

¹⁹Hamed Ahmed Ramadan, *Human Resources Management*, 2nd ed., Dar Al Nahda Al Arabiya, Cairo, 1993, p. 22.

²⁰Hamdi Amin Abdel Hadi, *The Administration of State Employee Affairs: Its Origins and Reasons*, 2nd ed., Dar Al Fikr Al Arabi, Cairo, 1982, p. 200.

²¹The same reference, p. 201.

²²Landy and Farr, *Measuring Work Performance: Theoretical Methods and Applications*, translated by Yahya Hassan, Institute of Public Administration, Riyadh, 1987, p. 13.

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