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The role of human resources in the developement of small and medium enterprises

A case study

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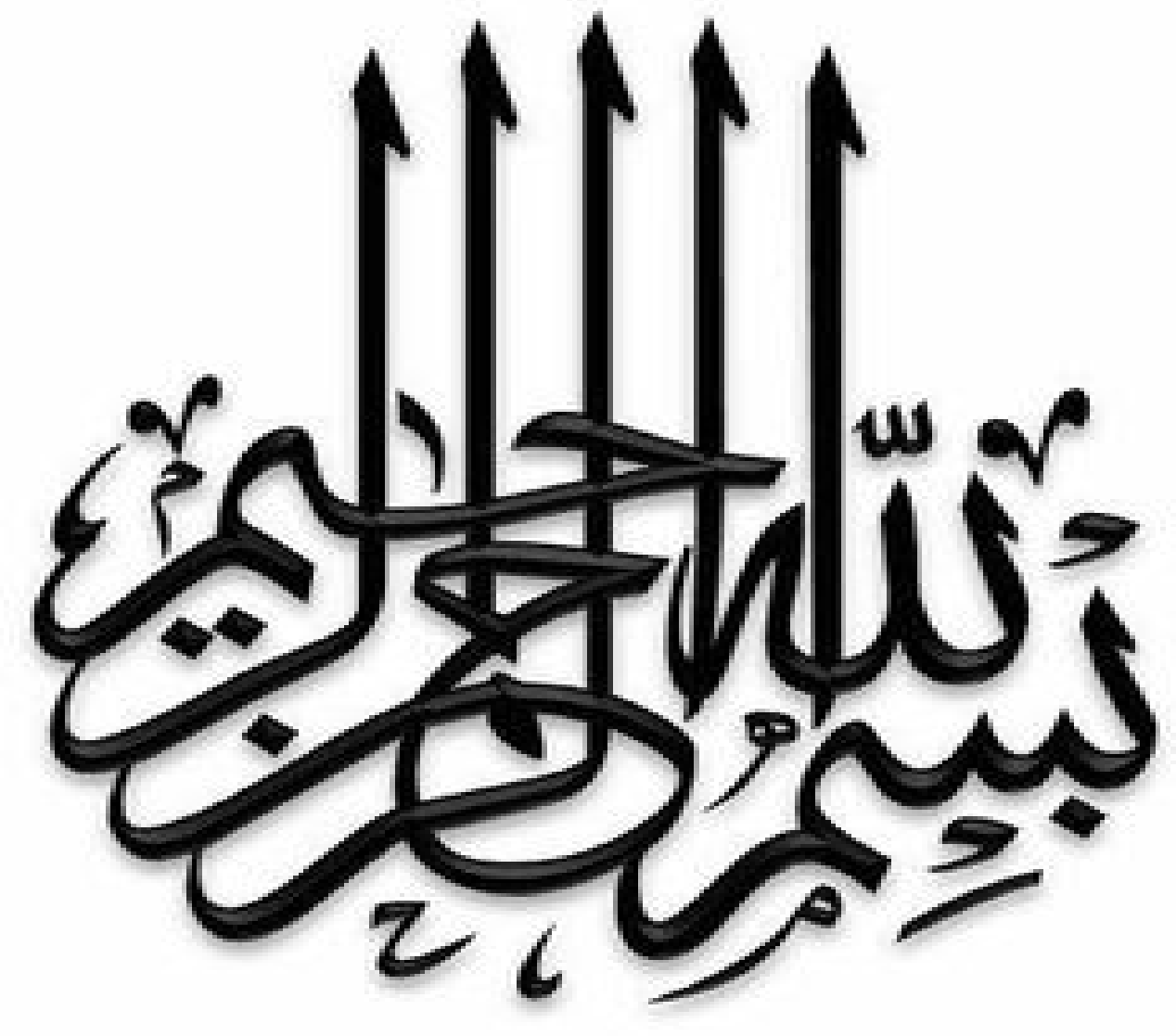
بسم الله الرحمن الرحيم

Thanks

Thank God who helped us and paid our way to accomplish this work

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Dedication

Thank God for completing the trip, the trip was not short and the road was not fraught with facilities, but I did it, thank God for the one who facilitated the beginnings and we reached the ends, how many difficulties of life I faced to complete my studies, here I am today looking at a long-awaited dream and it has become a reality of which I am proud, I am standing on the threshold of my graduation and raising my hat with pride, thank God for the one who approved me to complete this work and my dream came true .

I have always been waiting for this day to see pride and happiness in the eyes of mom and dad, and today I dedicate my graduation to my dear dad and mom.

To the one who sweated his forehead and taught me that success comes only with patience and determination to the one whose name I bear and all the pride of my dear father

To the one who made heaven under her feet and eased adversity for me by praying to the great human being who always wished to meet her eyes to see me on a day like this, my dear mother

To the rib of stability and the safety of my days, to those with whom I tightened my upper arms, they were springs from which I could flow to my best days, my sisters

To my friend and colleague in this work, without her, my work would not have seen the light of day.

To those who have been helpful and supportive along the way, to the friends and companions of the years, and to those who have been through adversity and crises.

I dedicate to you this achievement and my success, which I have always wished for, thank God for what he has given me.

Amel

Summary

Summary

Small and medium enterprises are the basic base in the process of economic and social development, due to the great economic return it achieves at the level of all productive sectors,as the success of any organization in achieving its goals and realizing its strategy depends mainly on the effectiveness of its human resources, which is its real capital. This is only affected by investing these resources and improving their efficiency, which gives workers new knowledge and skills that help them gain a competitive advantage that no organization should achieve, and the optimal investment should be in minds and competencies, employing qualified workers, training and motivating them, which helps to achieve the goals of the organization.

Through our field study, we tried to identify the role of human resources and ways to activate them to achieve development.

Key words: human resources, development of small and medium enterprises, recruitment, training, formation, motivation.

ملخص

تعد المؤسسات الصغيرة والمتوسطة القاعدة الاساسية في عملية التنمية الاقتصادية والاجتماعية، وذلك لما تحققه من مردود اقتصادي كبير على مستوى كافة القطاعات الانتاجية، ، حيث أن نجاح أي مؤسسة في بلوغ أهدافها وتحقيق استراتيجيتها يعتمد أساسا على مدى فعالية مواردها البشرية التي هي بمثابة الرأسمال الحقيقي لديها. ولا يتأثر هذا إلا باستثمار هذه الموارد وتحسين كفاءتها وهذا ما يعطي للعمال معارف جديدة ومهارات تساعدها على كسب ميزة تنافسية لا ينبغي لأي مؤسسة تحقيقها. والاستثمار الأمثل يجب أن يكون في العقول والكفاءات وتوظيف العمالة المؤهلة و تدريبهم و تحفيزهم مما يساعد على تحقيق أهداف المؤسسة و قد حاولنا من خلال دراستنا الميدانية لمؤسسة فوريميد وحدة كشرود علي التعرف على دور مواردها البشرية و طرق تفعيلها لتحقيق التنمية.

الكلمات المفتاحية: الموارد البشرية، تنمية المؤسسات الصغيرة والمتوسطة، التوظيف، التدريب، التكوين، التحفيز.

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General Introduction

General introduction

The importance of human resources in our modern world has emerged as a key element in the development process, and it has even come to be considered aprofitable investment. With the supremacy of competition as the basis of the modern economy, the pursuit of victory has become a necessity. Therefore, organizations ,regardless of their nature, seek to attract, recruit, train and provide incentives for the best human skills, as well as provide opportunities for development and promotion, with the aim of preserving these resources to meet the challenges caused by competitive forces driven by globalization and the opening of markets and the removal of barriers to free trade and the flow of capital, goods and services through the global market, where competition intensifies for the best, which can only be achieved through highly qualified human resources.

The strengthening of the role of the human resources department has come as a result of the increasing challenges in the current global context, where the individual is the first catalyst for work and the source of innovation and vitality. It is the people who definevisions and policies, Plan projects and programs, form the organizational structure and distribute duties and responsibilities, and are responsible for managing the necessary resources and directing them towards achieving the organization's goals. And it is also; individuals who carry out work and tasks that go beyond the capabilities of machines .Global developments have raised the level of attention to human resources, considering them an effective element in achieving the strategic goals of companies, as a source of experience, innovation and active participation.

Enterprises, whether public or private, small or medium, have witnessed importanttrans formations and developments, most notably the increasing intensity of competition and significant technological progress. These changes impose on SMEs the need to make multiple and diverse decisions to keep pace with these developments and achieve their goals. Human resources, with their unique potentials and capabilities, are the main assets of enterprises and form the focus of attention of both developed and developing countries, since they are the most important element in the production process.

Small and medium enterprises seek to exploit these resources to the maximum, through their development and improvement, which leads to enhancing the quality of performance of employees and achieving their personal goals,

guarantees the enterprise stability and growth in a volatile environment. So, these resources must have advanced skills, competencies, abilities and knowledge, and this requires intensive investment in all functions and at all levels to activate their ability to think critically and creatively, thereby enhancing their effective role.

First: the main question

Organizations are currently trying to keep abreast of continuous developments, with the aim of developing and improving the services provided through them, and this is what drives them to develop their human resource, which is the foundation of the organization. Thus, a key question of the study can be highlighted that: How the human resource contributes to the development of small and medium enterprises?

Through this questioning we can ask the following sub-questions:

1_ Is there a statistically significant effect of recruitment in the development of small and medium enterprises at the level of significance (α=0.05)?
2_ Is there a statistically significant effect of training and formation in the development of small and medium enterprises at the level of significance (α=0.05)?
3_ Is there a statistically significant effect of motivation in the development of small and medium enterprises at the level of significance (α=0.05)?

Second: Study hypotheses

In an attempt to understand the topic and take note of its aspects, we have presented four hypotheses, including the main one, which we consider to be directed to the research path:

The main hypothesis: There is not a statistically significant effect of human resources on the development of small and medium enterprises at the significance level (α=0.05).

This hypothesis has three sub-hypotheses:

1_ There is not a statistically significant effect of recruitment on the development of small and medium enterprises at the significance level (α=0.05).

2_ There is not a statistically significant effect of training and formation on the development of small and medium enterprises at the significance level (α=0.05)

3_ There is not a statistically significant effect of motivation on the development of small and medium enterprises at the significance level (α=0.05).

Third: the importance of the study

This research derives its importance through the following:

- Knowledge of the theoretical framework of human resources and its role in economic development;
- Good management of human resources enables small and medium enterprises to be prepared to face changes and developments;
- This research can contribute to improving the level of organizations with the importance of human resources management as an essential tool to achieve excellence.

Forth: Objectives of the study

The main objective of this study is to seek to know the role of human resources in the development of small and medium enterprises in order to achieve the following objectives:

- Knowledge of the role of employment, training and information, as well as motivation in the development of small and medium enterprises;
- To come up with results and recommendations that will help small and medium-sized enterprises to realize the importance of human resources

Fifth: Reasons for choosing a topic

1. Objective reasons:
- The place of human resource in the development of economic institutions
- The role of Small and medium enterprises in developing countries'seconomy

2. Personal reasons:
- The desire to learn about the progress of the activity of the Foremyhd enterprise Unity ofkechroud Ali-Khanchela-
- My thinking about setting up a small enterprise.

Sixth: Study limits

In order to understand the problem of the study and understand its variousaspects, we have identified a study as follows:

· Spatial boundaries: the theoretical aspect of this study was dropped on one ofthe institutions Small and medium enterprises are the enterprise Foremyhd Unityof kechroud Ali.

· Time limits: this study was carried out during the period from 08_04_2024 to09_05_2024

The beginning of the enterprise's work from 1945 to the present day.

· Human limits: this study included all the employees of the enterprise ForemyhdUnity of kechroudAli at various organizational levels.

Seventh: Study methodology

In order to test the validity of the hypotheses, we adopted the descriptive approach for the firstchapter, while the analytical approach was followed in thesecond chapter of the field study, by distributing a questionnaire to a sample ofhuman resources working at the enterprise Foremyhd Unity of Kechroud Ali Khanchela.To address the various chapters, various references related to the topic were relied on, in addition to searching for new information Through electronic search engines and by visiting various sites.

Eighth: The structure of the study

To answer the main question posed above, we divided the research into two chapters as follows:

•The first chapter is for the theoretical literature on the role of human resources in the development of small and medium enterprises.

This chapter has been divided into three sections, the first section on the theoretical framework for human resources and small and medium enterprises,the second section is on the development of small and medium enterprises through human resources, and the third section is about applied literature for study.

•Chapter two presents a case study of the Foremyhd Enterprise Kachroud Ali Khanchela unit.

This chapter has been divided into two sections,the first section for generalities about the kachroud enterprise, and the second section about the role of human resources in the development of the Kachroud enterprise.

Chapter one

Theoretical literature on the role of human resources in small and medium enterprises development

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Preface

The world has known many developments and interests at various levels, whether by businessmen, administrators, or even officials in the state, where attention to the human element has become modern, the old view is based on the fact that the latter adopts a set of methods and methods in the work that ensure the success of the enterprise, but today attention has been focused on how to take care of this moving nerve the key to the success and excellence of the institution. As a result, the importance of Human Resources has increased and their position in small and medium enterprises has increased, which requires providing support and support to enable them to perform their role efficiently and effectively.

The development of small and medium enterprises is one of the most important topics that occupy a large part of the issue of social and economic development in the world, due to the role that it has become playing, especially since the end of the last century, it plays a leading role in the production of wealth and is considered a vital space for job creation. One of the most striking effects of global changes and trends and their regional and local tributaries of the radical effects of modern management concepts is the complete transition and careful care of human competencies as the cornerstone and the most important resource on which the management of the institution in general and small and medium enterprises in particular depends in achieving its goals.

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

First section: theoretical framework for human resources and small and medium enterprises

First requirement: Fundamentals of Human Resources

Since the onset of the 1990s, human resources (HR) have garnered escalating attentionsa pivotal function within companies, indispensable for the realization oforganizational objectives. The significance attributed to HR transcends erstwhile emphasis on capital and technology, owing to the inherent challenges in replicating or procuring success solely through financial means or technological acquisitions.

Part one: definition and significance of human resources

1. Definition of Human Resources

Human resources are the main element in production and services, and the mostexpensive resources that management needs, is the smart element or creative thinker, isthe means and the end in the production process.[1]

It also means human resources: "is a group of qualified individuals with the appropriate skills and abilities for certain types of work and willing to perform thoseworks with enthusiasm and conviction".[2]

Human resources constitute the linchpin of the production process, meriting paramount consideration from management as the cornerstone of productivity and service provision. Human Resources (HR) denote the collective of individuals engaged in a company's operations, entrusted with fostering its efficacy and output. Human Resource Development (HRD) denotes the systematic enhancement of employee competencies through structured training initiatives, epitomizing the catalytic force underpinning operational functionality. The term human resources broadly encompass individuals

[1] حسن إبراهيم بلوط ,إدارة الموارد البشرية من منظور استراتيجي ,دار النهضة العربية ,بيروت لبنان,الطبعة الاولى, 2002,ص ص 16-17

[2] Nor,Rayord ,human resource managmenet. Gaining a competitive advantage megrawhill, IRWIN,2008,p56

contributing to the workforce within a company, sector, or broader economic sphere, analogous to descriptors such as labor, personnel, and workforce.

2. Significance of Human Resources

- Talent Acquisition and Retention: HR assumes the pivotal responsibility of identifying, selecting, and nurturing optimal candidates for vacant positions, thereby ensuring a workforce equipped with requisite proficiencies to meet organizational imperatives[1]
- Cultivation of a Positive Work Environment: HR initiatives and interventions are instrumental in cultivating a corporate ethos conducive to positivity, engendering contentment, inspiration, and enhanced productivity among employees.[2]
- Legal Adherence: HR functions as a custodian of legal compliance, meticulously ensuring adherence to labor statutes and regulations, thereby preempting potentiallegal entanglements for the organization.
- Mediation of Employee Relations: HR serves as a facilitator in resolving inter-staff conflicts and fostering amicable relations between employees andmanagement, thusfostering a harmonious work milieu.[3]
- Facilitation of Growth and Development: HR facilitates the provision ofdevelopmentalopportunities to employees, enabling them to augment their skills, advance their careers, and embrace novel competencies.

In summation, human resources represent the bedrock of organizational functionality.

Human resource management (HRM) delineates the groundwork essential for realizing strategic imperatives and attaining competitive advantage.

Part two: Objectives of Human Resources

HR objectives encapsulate the strategic directives delineated by HR departments for the management and enhancement of the organizational workforce. These

[1] حسن إبراهيم بلوط , مرجع سبق ذكره ,ص ص 19-20

[2] د.فيصل حسونة ,إدارة الموارد البشرية ,دار أسامة للنشر والتوزيع ,عمان الأردن ,الطبعة الأولى ,2007,ص14

[3] سعيد محمد سلطان ,إدارة الموارد البشرية, جامعة الإسكندرية ,2003,ص17

objectives, while diverse in scope, typically converge on several pivotal domains:

1. Recruitment: Procuring, attracting, and retaining top-tier talent, entailing the crafting of compelling job descriptions, streamlining recruitment processes, and offering competitive remuneration and benefits packages.[1]

2. Training and Development: Provision of requisite skill sets and knowledge baseto facilitate employee efficacy in current roles and readiness for future opportunities. This encompasses structured on-the-job training, mentoring initiatives, and educational stipends.[2]

3. Employee Engagement and Motivation: Cultivation of a work environment fostering employee contentment, motivation, and productivity, achieved through the implementation of recognition frameworks, fostering open communication channels, and provision of growth avenues.

4. Diversity, Equity, and Inclusion: Promotion of a diverse workforce and cultivation of an inclusive organizational culture underpinned by mutual respect and appreciation.

5. Workforce Planning: Anticipation of future skill requisites and formulation of strategic imperatives to ensure organizational alignment with evolving talent requirements.[3]

In essence, HR objectives are inherently aligned with organizational stratagems, instrumental in facilitating goal attainment and fostering sustained success.

Part three: Characteristics of Human Resources

Principal attributes characterizing human resources include:

- Strategic Orientation: HR assumes a strategic mantle within the organizational framework, spearheading policy formulation and

[1]قوبع خيرة ,تنمية الموارد البشرية مدخل لتحقيق الميزة التنافسية للمؤسسة,رسالة ماجيستير ,تخصص إدارة اعمال ,جامعة ابوبكر بلقايد,تلمسان,2011, ص16

[2]قوبع خيرة ,مرجع سبق ذكره ,ص17

[3]حسن إبراهيم بلوط ,مرجع سبق ذكره ,ص ص 21-23

implementation conducive tothe achievement of organizational objectives. This encompasses strategic workforce planning, recruitment initiatives, training and development frameworks, and performance management paradigms.

- Employee-Centric Focus: HR functions with a pronounced emphasis on catering to the welfare and developmental needs of employees. This encompasses the provision of benefits, resolution of workplace conflicts, and facilitation of career advancement trajectories.[1]
- Data-Driven Decision-Making: HR increasingly embraces data analytics to inform decision-making processes, leveraging insights to discern patterns in employee engagement, gauge efficacy of training interventions, and optimize staffing allocations.
- Cultivation of Continuous Improvement: HR is perennially engaged in the pursuit of refining processes and frameworks, epitomizing a commitment to ongoing enhancement. This encompasses vigilance to emerging HR trends, solicitation of employee feedback through surveys and focus groups, and iterative refinementof operational protocols[2].

Second requirement: Generalities about small and medium enterprises:

Small and medium-sized enterprises (SMEs) assume paramount significance within national policy frameworks, representing foundational pillars in the strategic development agendas of countries. These entities play an indispensable role in fostering economic growth and diversification, leveraging their inherent adaptability to navigate dynamic market conditions. Moreover, SMEs serve as catalysts for achieving fundamental developmental objectives, including job creation, innovation promotion, and export enhancement. Notably, SMEs constitute the predominant share of economic entities across most nations, serving as the linchpin of employment by offering myriad job opportunities, thus ameliorating unemployment rates and elevating living standards.

[1] د.فيصل حسونة , مرجع سبق ذكره ,ص27

[2] حسن إبراهيم بلوط,مرجع سبق ذكره ,ص 36-39

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Part one: definition and significance of small and Medium Enterprises

1. Definition of Small and Medium Enterprises

Definition of the European Union:

An average enterprise is an enterprise that employs between 51 and 941 workers with an annual turnover of less than 41 million euros and an annual turnover of more than99 million euros. As for a small enterprise, it is any enterprise that employs between 01 and 42 workers and has a turnover equal to at least 9 million euros or an annual turnover of more than5 million euros.[1]

Definition of Confederation:

The General Confederation of small and medium enterprises defines SMEs as those in which their leaders personally assume and assume financial, social, psychological and moral responsibilities, regardless of the legal nature of the institution.[2]

An SME encompasses any legally recognized commercial entity wherein one or more autonomous proprietors engage in ownership and management activities aimed at profit generation and societal service provision. Typically, SMEs operate with a workforce of fewer than 500 individuals and manage moderate capital resources. Algeria classifies SMEs as independent enterprises engaged in the production of godsend services, employing between one hundred and five hundred individuals, with annual turnover and total revenue not exceeding two billion dinars.

[1]Keskgn,H , the importance of SMEs in Developing Economies , sarajevo,serbia.

[2]شريف غياط ,محمد بوقموم ,التجربة الجزائرية في تطوير وترقية المؤسسات الصغيرة والمتوسطة ودورها في التنمية ,مجلة دمشق للعلوم الاقتصادية والقانونية , المجلد 24 ,العدد الأول ,2008,ص129

Table 01: Classification of Institutions According to the Directive Law of Algeria 2001

Specifications	Small	Medium
Number of workers	10-49	50-500
Number of works	200 million	200 million- 2 milliard
Annualresults	100 million	100-500 million

Source : سمير براهيمي دور بحوث التسويق في اتخاذ القرارات التسويقية دراسة حالة المؤسسات الصغيرة والمتوسطة في ولاية سطيف ,مذكرة ماجستير ,جامعة ام بواقي ,2009-2010,ص133

2. The Significance of Small and Medium Enterprises

The burgeoning interest in small and medium enterprises (SMEs) is underscored by their pivotal role and multifaceted contributions to the economic landscape. Their importance is delineated through the following avenues:

1. Economic Integration and Strengthening: SMEs operate across diverse serviceand agricultural sectors, fostering integration and bolstering the economic fabric. Thismultiplicity of sectors contributes to achieving equilibrium within the national economy.

2. Job Creation and Social Stability: SMEs serve as engines of employment generation, promoting social stability by providing livelihood opportunities for a substantial portion of the populace.[1]

3. Incubators of Initiative and Innovation: These establishments are hailed as incubators of entrepreneurial initiative and perpetual innovation, embodying a source of dynamism within the economic milieu.

4. Regional Equilibrium: The simplicity in establishing SMEs facilitates their proliferation, particularly in remote regions, thereby fostering regional balance and equitable economic development.[2]

[1] عبد الله خبابة ,المؤسسات الصغيرة والمتوسطة ,دار الجامعة الجديدة,الإسكندرية ,2013,ص35

[2] Benamraoui fahima ,small and medium entreprises in the Algerian law ,journal of Politic and Law,volume :14/ N :01(2022),p259

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Part two: Characteristics of Small and Medium Enterprises

SMEs exhibit a plethora of characteristics and advantages that amalgamate economic and social development, thereby setting them apart from larger enterprises. These characteristics, indicative of their inherent strengths, include:

1. Ease of Establishment: SMEs benefit from low capital requirements for inception, relying on the mobilization of local savings to fulfill diverse economic needs.

2. Managerial Autonomy: Decisive administrative prerogatives are typically vested

in the proprietor of SMEs, facilitating agile leadership and goal delineation conducive to organizational objectives.[1]

3. Organizational Simplicity: Particularly pronounced in medium-sized enterprises, organizational simplicity is achieved through workforce scalability, departmental competency distribution, precise delineation of responsibilities, and task clarity.

4. Self-Training Hub: SMEs incur minimal training costs, primarily relying on on-the- job training methodologies. Consequently, they serve as self-training centers for proprietors and employees, augmenting their knowledge base and enhancing skill proficiency.

5. Product Quality: Specialization fosters a commitment to high-quality production within SMEs, underpinned by professional expertise and precision in production processes.

6. Expedited Return on Investment: SMEs exhibit accelerated capital recovery periods vis-à-vis larger enterprises, owing to factors such as modest capital outlay, streamlined marketing channels, abbreviated sales cycles, and truncated production timelines.[2]

[1] عبد الله خبابة ,مرجع سبق ذكره,ص ص 36-39

[2] Benamraoui fahima ,op.cit, p560

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Part three: Rationale for Global Emphasis on Small and Medium Enterprises

The global pivot towards SMEs is substantiated by several key factors:

1. Diminished Capital Accumulation: Many nations grapple with diminished capital accumulation, impeding the establishment of large-scale enterprises capable of spearheading developmental endeavors.

2. Technological Disparity: Underdeveloped countries face technological disparities is-à-vis developed counterparts, constraining access to advanced production methodologies monopolized by industrialized nations.

3. Constricted Local Markets: The narrowing of local markets, precipitated by dwindling purchasing power stemming from low per capita national income, underscores the imperative for SME-led economic revitalization.

4. Geopolitical Realities: The dissolution of the socialist bloc, spearheaded by the erstwhile Soviet Union, has reshaped global economic paradigms, engendering a paradigm shift towards SME-centric development strategies.[1]

5. Developmental Exemplars: The success of SMEs in developed nations has galvanized developing countries to emulate this model, recognizing[2]

[1] سامية عزيز, واقع المؤسسات الصغيرة والمتوسط في الجزائر (دراسة ميدانية لمؤسسات خاصة متنوعة النشاط بمدينة بسكرة),أطروحة مقدمة لنيل شهادة دكتوراه العلوم في علم الاجتماع :تخصص تنمية ,جامعة بسكرة,2013-2014 ,ص77

[2] سامية عزيز,مرجع سبق ذكره ,ص77

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Second section: Development of small and medium enterprises through human resources

Most institutions are more concerned with how to develop their physical assets than with developing their human assets, but the modern view in the field of management has changed to the fact that the wealth of institutions depends on knowledge of the skills and capabilities of their human resources, and thus paying attention to them is considered a means of achieving organizational justice, which helps them to create Human cadres willing and able to achieve a high degree of efficiency and effectiveness, which allows achieving the desired goals of the institution.

The first requirement: Ways to activate the role of human resources

Part one: Human Resources Recruitment

The recruitment strategy includes a set of activities carried out by the organization to meet its future human resources needs and attract qualified people to fill positions and select the best among the applicants and then appoint them .the human resources recruitment process plays a central role in the continuous updating of the organization's capabilities, by attracting and selecting people with appropriate high skills for vacant positions.[1]

Recruitment refers to the set of activities carried out by the organization to determine its future human resource needs, attract qualified people wishing to work in the organization, and then select the best applicants as new employees.

1. Recruitment is defined as: "the process of filling jobs with highly talented and skilled individuals. "The recruitment process is also defined as a series of actions aimed at selecting the best candidate for the job.

As for the recruitment strategy, it was defined as: "a set of activities and operations aimed at providing the necessary human resources to the organization with the required qualities and numbers, and its dimensions extend to attracting

[1] الأستاذ سعيد حجال ادارة الموارد البشرة مطبوعة بيداغوجية موجهة لطلبة السنة الثالثة ليسانس ادارة أعمال جامعة عباس لغرور خنشلة كلية العلوم الاقتصادية و العلوم التجارية و علوم التسيير(2020-2021) ص 64

candidates, selecting the best of them and appointing them to positions that meet the conditions for filling them".

2. Objectives of the HR recruitment process

The HR recruitment process is aimed at:[1]

- Recruitment of employees to vacancies, placement of the right employee in the right place, in order to achieve the goals of the organization, the goals of employees؛

- Attracting and recruiting competencies and employees with outstanding and appropriate skills for vacancies and the goals of the organization؛

- Ensure that the employees assigned to the posts are qualified to carry out the duties assigned to them, in terms of

Their qualifications and appropriate scientific and professional qualification؛

- Conducting fair and effective recruitment procedures to serve the organization and job applicants؛

- To embody the principle of equality among job seekers, and to ensure equal opportunities for qualified individuals according to the available job opportunities؛

- Achieving a competitive advantage that is difficult to imitate, by employing a highly productive workforce.

3. The importance of the HR recruitment process

The process of recruiting human resources, if carried out in a good way, it brings the organization several benefits and advantages, including:

- Increase productivity through the recruitment of competencies؛

- Provides the organization with the most important of its resources؛

[1] نفس المرجع السابق الأستاذ سعيد حجال ، ادارة الموارد البشرية ص 66

- Contribute to the continuous updating of the capabilities required by the organization؛

- Reduces human resource costs in the long run, among which are: training costs, costs of high work turnover, costs of low quality of Service؛

- The organization gains a competitive advantage that is difficult to imitate by competitors؛

- Contribute to the development of effective plans for conducting the processes of recruitment and selection.

4. Elements / dimensions of the HR recruitment process

❖ Attracting human resources

Every organization works to attract human resources to conduct its business, and this comes only through the use of polarization.

- Definition of polarization: it is one of the main activities carried out by the organization To encourage as many human resources available in the internal and external labor market as possible to apply to work in it, so that the best elements are selected from among these applicants in proportion to the specific specifications of the job .[1]

▪ Polarization methods: polarization methods can be divided into two main parts, namely:

- Recruitment from within the organization: the recruitment process is carried out from within the organization if it has the necessary competencies and experience to fill vacant positions in it, where specialists prefer to attract from within the organization for several advantages[2]:

❖ Attracting resources is easier, as the opportunities for personal development and the possibility of promotion are better For them؛

[1] سعادنائفبرنوطي،إدارةالمواردالبشرية -إدارةالأفراد ،داروائلللنشروالتوزيع،الأردن،2001،ص320 .

[2] بسيونيمحمدالبرادعي،تنميةمهارات تخطيطالمواردالبشرية،دارإيتراكللنشروالتوزيع،الطبعةالأولى،مصر،2005، ص 43

- ❖ The Prior knowledge of the organization's management of the capabilities and skills of the supplier, in addition to his knowledge of the policies and culture of the latter؛
- ❖ Distinguish the performance of human resources to prove their worth in filling higher positions than their jobs؛
- ❖ Increased job satisfaction of resources؛
- ❖ Maintain competent resources at the enterprise

The recruitment process is carried out from within the organization in two ways:

- The first method: the method of internal job advertising.
- The second method: is to provide information about the job holders and their level of performance, who meet the conditions for promotion from all departments based on recommendations from their superiors, and then a special committee selects the best of them according to the information provided by heir superiors, and compare it with the criteria that have been set to fill the posts.

- Recruitment from outside the organization: it is the process of searching for resources from outside the organization, who have the skills, abilities and experience necessary to fill current positions in the organization.

The process of recruitment from outside the institution goes through two stages::

- Planning stage: the organization attracts more large numbers than to be employed, and this is to increase the possibility of choosing the most suitable resource for the current job, so there are several ways to do this[1]:
  - Job applications: the applicant fills out a special application form and sends it to the institution along with his resume.
  - Recommendations of experts and resources: they are applicants for the position through a recommendation from one of the experts, or through the existing resources of the institution or otherwise.
  - Attracting from universities: representatives of the foundation visit universities to provide information about the foundation, and meet with

[1] بسيونيمحمدالبرادعي،تنميةمهاراتتخطيطالمواردالبشرية، ص 41_42.

final-year students before they graduate and those wishing to join the foundation.

- Advertising: includes advertisements in newspapers, radio, newspapers...Etc.
- Recruitment agencies: where representatives of the organization contact the agencies to search for job applicants who have the required qualifications and experience, in exchange for paying fees to these agencies for this service.

- Liquidation phase: the liquidation process aims to remove applicants who do not meet the requirements of qualifications, experience and competence from the beginning, with an audit in this process on the call, to select initially, while apologies are offered to those who were rejected.

- Selection and recruitment of human resources: the last step after the recruitment process is the decision of the organization to select and select, and then appoint the most suitable and best advanced human resources to fill jobs and positions within the organization, as this process involves several steps that will reduce the size of the list of candidates for employment, through various screening tools to reach the best[1]:

- The application form for employment: it is the first step in the selection process, and usually we can get in this form four types of information are:

- Provides information that allows predicting the likelihood of success in future jobs؛
- The stability of the candidate in previous jobs؛
- The candidate's career progression؛
- The candidate's education and experience.

- Job tests: this step aims to identify the qualifications of the human resource and its compatibility with the job requirements, as they can be divided into the following[2]:

[1] صلاحعبدالباقي،الإتجاهاتالحديثةفيإدارةالمواردالبشرية،الدارالجامعيةالجديدةللنشر،الإسكندرية،مصر2002 ، ص 118-122.

[2] خالدعبدالرحيممطرالهيتي،إدارةالمواردالبشرية - مدخلإستراتيجي،الطبعةالأولى،داروم كتبةالحامدللنشروالتوزيع،عمان،الأردن،1999-2000 ،ص 118-119.

- IQ tests: they aim to test the mental abilities of the resource and the speed of its perception, its ability to infer and act in certain situations, the strength of its memory and observation, its ability to adapt, adapt to changing circumstances, and its ability to understand quickly and pure thinking sound.
- Aptitude tests: they include the test of cognitive abilities such as language comprehension abilities and verbal fluency, as well as the test of mechanical abilities, which are used for candidates for technical jobs, in addition to the motor abilities test, which includes measuring the strength and coordination of his movement and consistency.
- Orientation testing:It is used to measure the desire of the supplier for the job he will be nominated for, how much he likes and likes this job, as well as his loyalty to his management.
- Personal tests: they are one of the most difficult types of tests, because they relate to the study of the resource's personality in terms of his morality and character, his ability to lead, the degree of his sensitivity, courage and control of his nerves.
- Performance tests: used to measure the efficiency and skill of the human resource in performing the work that will be assigned to it, where he is required to perform the work effectively, and the level of his performance is measured and evaluated, to determine the extent of his efficiency, and then the most efficient resource is selected in the performance of the work.

- Medical examination: the reasons for requesting a medical examination of the human resource are due to the following:

- The importance of ensuring its safety from an organic point of view, and from communicable and Infectious Diseases؛
- Preparation of a health status record for the completion of health insurance procedures in the future؛
- Face any claims for compensation for occupational health damages that may arise afterwards.

- Final interview: the interview is distinguished from the previous procedures in that it gives the institution the opportunity to meet the

supplier face-to-face, get acquainted with his behavior and actions, as well as checking the information of the nomination form and test results.

- Preliminary selection: it is carried out during a specific period of time ranging from03 to 12 months, where it is called a trial period, and aims to familiarize the field with the cognitive or behavioral characteristics or skills of the human resource.
- Appointment: this step aims to achieve the principle of placing the right person in the right place, and is carried out according to a contract concluded between the organization or the human resource, as it can only be terminated in case of a certain breach in its terms.

Part two: Human resources training and formation

1. Training: training is one of the most important areas that contribute to the activation of human resources in the organization, as it prepares new resources to meet the challenges they face at work, and also contributes to the development of Old resources, and for this the training program must be characterized by flexibility, in order to keep pace with various technological changes in order to achieve the desired results in a timely manner.
   - Definition of training: Training[1] is an organized and planned effort to provide human resources at the enterprise with certain experience and knowledge, improve and develop their skills and abilities, positively change their behavior and attitudes, which helps them to perform their current and future jobs effectively, and thus raise the level of production and achieve the goals of the supplier and the enterprise together.
   - The importance and objectives of training: training is an important tool to raise the quality of the human resource necessary to perform the work, the need for training imposes its status when there is a gap between the existing skills and knowledge, and the skills and knowledge required by the job. Therefore, the great importance of training can be limited by the benefits it achieves, which are [2]:

[1] شحادةنظميوآخرون،إدارةالمواردالبشرية،دارصفاءللنشروالتوزيع،عمان، 2000 ،ص51 .

[2] عليقرينالتدريبالإداريكأحدمتطلباتالتسييرالفعال،الملتقىالدوليحولالتسييرالفعالفيالمؤسسةالإقتصادية،كلية العلومالإقتصاديةوالعلومالتجاريةوعلومالتسيير،جامعةمحمدبوضياف،المسيلة،أيام 03_04ماي ،2005، ص 3.

- ✓ The aim is to increase productivity by developing the skills acquired in the production process, and to develop the organizational level in the enterprise by introducing new ways of organizing؛
- ✓ To rekindle the spirit of belonging to the organization and notify the human resource of stability and flexibility in work ؛
- ✓ The purpose of creating positive internal and external trends in the organization؛
- ✓ The task of developing leadership and supervision methods and rationalizing administrative decisions؛
- ✓ The task of identifying and enriching information and effective communication and consulting within the organization؛
- ✓ To help resources better understand and understand their role in the organization and their positive position in it؛
- ✓ It develops the motivation for the performance of resources by creating an entrepreneurial spirit and innovation.
  - Training also achieves several goals, which can be limited to the following[1]:
- ✓ The goal is to increase the productivity of enterprises by improving the skills and knowledge of their human resources, which is reflected in the rapid implementation of the tasks and processes assigned to them, and then obtaining the desired output؛
- ✓ The training aims to raise the morale of human resources, and this is through their feeling of appreciation of their importance by the management of their organizations, when they are the focus of training programs, which pushes them to work at their full potential
- ✓ The training aims to adapt workers to the latest developments in the external environment of the enterprise, related to the tasks and functions assigned to them؛
- ✓ Training leads to the creation of the ability of trainee resources to take responsibility and initiative؛

[1] الداويالشيخ،تحليلأثر التدريبو التحفيز علىتنمية الموارد البشرية فيالبلدانالإسلامية،مجلةالباحث،العدد06،2008 ، ص 12.

- ✓ Training ensures the safety of resources by minimizing work accidents, and this is due to the impact of training on the use of machines and the control of their use ؛
- ✓ Training also aims to ensure the stability and flexibility of economic institutions, and this is considering that human resources are an important asset of the institution, training leads to the ability of institutions to continue and survive despite changes in the external environment

2. Formation: is one of the main factors besides training driving the ability of an organization to achieve its goals, but there is a difference between training andformation, as the formation is broader in scope, as it is based on the idea of developing and expanding the knowledge and skills of human resources in the long term, while training focuses on developing capabilities in a specific field of work.

   _The concept of formation: researchers have defined composition in more than one way; we will list some of them in the following:

   - Formation is defined as"an effective activity that contributes to increasing the skill of human resources in performing their work, to implement current and future work plans and programs, on scientific and practical grounds, with the aim of raising the efficiency of individuals in the organization".[1]

   It is also defined as " the attempt to change the behavior of individuals and make them use different ways and methods in the performance of their work."[2]

Through these definitions, it is clear that the formation function aims to provide resources with information and knowledge that gain them a skill in performing work, or to develop skills, knowledge and experience in the direction of increasing their efficiency.

[1] فريدالنجار،وظائفالأفرادوتنميةالمواردالبشرية،مؤسسةشهابالجامعة،الإسكندرية،1999،ص219 .

[2] صلاحالدينعبدالباقي،إدارةالمواردالبشرية،مدخلتطبيقيمعاصر،الدارالجامعية،مصر،2004،ص211 .

- Types of formation: there are several types of composition programs adopted by the institution, namely[1]:

- Professional formation: through which resources are formed in order to gain a skill and knowledge in a limited scope and in a specific job, to perform a specific job.
- Administrative formation : through IT, resources are formed for employees in administrative positions who aspire to occupy senior positions in them .
- Supervisory formation: through which resources are formed in order to increase their ability to supervise and deal with superiors to increase their satisfaction.
- Objectives of the formation: the training aims to achieve a set of goals that can be highlighted in the following points[2]:

* Raising the skills and capabilities of resources to understand and understand how to deal with technological development with high efficiency؛

* Development of management skills to occupy leadership positions in the organization؛

* Familiarizing new resources with the organization's organizations and working conditions؛

* Raising the morale of the resources as a result of their sense of superiority and mastery of the work after completing the training؛

* Increase productivity in quantity and type, as well as reduce work injuries؛

* Activating the decision-making process of the resources in the organization.

Part three: **Human Resource motivation**

Management plays a key role in motivating and maintaining its human resources to ensure its commitment to the work assigned to it, so it adopts several methods

[1] محمدصالحفالح،إدارةالمواردالبشرية -عرضوتحليل،دارالحامدللنشروالتوزيع،الأردن،2004، ص 110

[2] خالدعبدالرحيممطرالهيتي،إدارةالمواردالبشرية ، مرجع سبق ذكره ، ص 223 .

such as motivation of all kinds(material - moral - individual - collective), which includes wages, increases, bonuses, as well as promotions.

- Definition of motivation:

Incentives are defined [1]as the possibilities available in the environment surrounding the supplier, which are used to move more of his motives towards a certain behavior, and his performance of specific activities in a form and style that satisfies his desires and expectations, which are the returns that the supplier receives in the organization as a result of his excellence in performance from his peers.

They are also defined[2] as external factors that indicate the rewards that the supplier expects from doing a certain job, that is, they represent the returns, through which the motives are aroused and motivated, and in this sense, the incentive is an external stimulus that satisfies the need and desire of the supplier to perform a certain job.

From the above definitions, it can be said that incentives are only external drivers of the resource that work to raise the need and strengthen the urgency of it.

- Types and tools of motivation:

There are several types of incentives that an organization can use to stimulate its human resources using a set of tools, we will try to summarize them as follows:

- Types of incentives: human resources management follows an incentive system to strengthen the capabilities of resources and their desire to reach the goals of the organization and achieve them effectively, where incentives are classified into different types are[3]:
  - Incentives in terms of duration: they are related to material incentives, as they are considered one of the most common incentives, due to their

[1] خالد عبد الرحيم الهيتي، إدارة الموارد البشرية، مرجع سبق ذكره، ص223

[2] محمد حافظ حجازي، إدارة الموارد البشرية، دار الوفاء للطباعة والنشر، الإسكندرية، 2005، ص212

[3] نعيم إبراهيم الظاهر، تنمية الموارد البشرية، عالم الكتاب الحديث للنشر والتوزيع، الطبعة الأولى، عمان، 2009، ص228

ability to satisfy a number of primary needs or basic motives of the supplier, such as: bonuses, periodic increases, profit sharing...Etc.

- Incentives in terms of the direction of impact: they are related to moral incentives, where their use is a complement to material incentives to achieve a better level of performance, where they take two directions, either they are positive attractive or negative repulsive, such as: social incentives, participation in decision-making, motivation through fear... Etc.
- Incentives in terms of received: they are used as individual or group incentives, where the institution deliberately convinces its resources that its development contributes to building a better future for everyone, such as: addressing the mind by persuasion...Etc .

➢ Incentive tools: the institution seeks to apply the incentive policy using a set of tools, which we summarize as follows:

- Wages: wages are considered one of the most important factors that help to link the management with its human resources, as it is a strong influencer that helps to know the degree of satisfaction of the supplier, his desire to work, and the extent of his loyalty to the organization, as wages refer to all forms of material compensation, services and benefits that human resources receive in exchange for:
  - Wage is defined as [1]"an expense of workers and employees, which represents the largest and important part of the added value achieved by the enterprise, and is also defined as[2]" the material equivalent of the value of the position occupied by the supplier, " and is also defined as[3] the total monetary or in-kind allocations granted to resources for their work or belonging to the enterprise.

Through these definitions, we conclude that the wage is a direct financial compensation and a tangible return that can be measured, and a material incentive that the supplier receives for the effort he has done, so determining fair

[1]Jean Marie Peretti, Ressources Humaines, Vuibert, Paris, 2002, P 121

[2]محمدحافظحجازي،إدارةالمواردالبشرية،مرجعسبقذكره،ص171

[3]محمدمرعيمرعي،أسسإدارةالمواردالبشرية -النظريةوالتطبيق،دارالرضاللنشروالتوزيع،سوريا،2006،ص205

remuneration is one of the most important factors that help to find a good relationship between management and its resources, which motivates them to give more to their sense of satisfaction [1] :

- ✓ Base wage: represents the basic and largest part of the compensation that the supplier receives in the enterprise for the amount of production or performance that he provides.
- ✓ Bonuses: they are compensations of a monetary nature paid in exchange for working conditions such as: profitability bonus, shift bonus...Etc .
- ✓ Deductions: represent the part taken from the wage, such as: Social Security deduction, retirement deduction...Etc
- Promotion: promotion is an opportunity for the organization's management to exploit the skills and capabilities of its human resources, who have shown clear distinction during their work practice, and also represents an incentive for human resources as it pushes them to exert maximum effort and energy, creativity, innovation and professionalism at work, to get good opportunities for promotion, which may be either material or moral or both.
  - A promotion can be defined as a[2] "redefinition of the duties of a supplier within a higher position than his current one", it is also defined as a "transfer of a person from his current job to another job".

Through these definitions, we can say that promotion procedures are considered as a translation of the career planning strategy in the organization, in the sense of following the development of career paths in moving from a lower job to another higher one, where this is by the organization motivating its human resources by promoting them on the basis of seniority at work, or on the basis of efficiency determined by the results of performance measurement and evaluation and tests for promotion, or on the basis of seniority and efficiency together.

[1] Jean Marie Peretti, Ressources Humaines, opsit, P 129.

[2] مصطفى نجيبشاويش،إدارةالمواردالبشرية :إدارةا لأفراد،دارالشروق للنشروالتوزيع،الأردن،1996،ص241

- ❖ The importance of motivation and preservation of the human resource: the importance of motivation is highlighted by the importance of the human resource that is motivated and used efficiently to achieve the goals of the organization, as this importance is shown by the following results[1] :
- Increase in the profits of the enterprise through increased productivity؛
- Increase in the income of human resources and raise the level of their sense of stability and loyalty to the organization؛
- Reducing the cost of work in the enterprise by raising the efficiency of resources؛
- A decrease in the level of some indicators with a negative impact, such as absenteeism, work turnover, low morale, conflicts, which leads to more stability in human resources, which is reflected positively on the achievement of short-and long-term goals؛
- Promote a sense of fairness among human resources at various organizational levels, and thus raise their morale.

The second requirement: The relationship between human resources and their role in the management of small and medium enterprises

The relationship between employees and small and medium-sized enterprises is important, which means the importance of the human element in it, for several reasons, including that employees spend most of their time in the facility, so they influence and are influenced by it, and it by its nature includes different types of workers, especially if it is large, and the institution in the modern Achieving an increase in production and work with a high degree of efficiency, employee satisfaction, harmony, progress and personal development, as the management works to reconcile the interests of the enterprise and the interests of its employees, so it is based mainly on individuals and groups or mainly on groups as long as those groups are based on a certain system that ensures the performance of their work and reach their goal

[1] دبو نعبدالقادر ،مساهمةإدارةالمواردالبشريةفيالمؤسسةفيالتكيفمعالتغيرالتكنولوجي -حالةإتصالات الجزائر، أطروحةدكتوراه،قسمعلومالتسيير،كليةالعلومالإقتصاديةوالتجاريةوعلومالتسيير،جامعةالجزائر3 ، 2008/ 2009 ، ص 104

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Human Resources has a very important role in small and medium-sized enterprises, which should be managed to achieve the best image, if it follows the main overlapping aspects in some of which each aspect affects the other, and this role is as follows[1]

- Advisory role :

The human resources manager works to provide advice and advice to the senior management in all areas related to individuals in addition to the executives in the organization and helps them to treat the problems that concern the employees, and this role is advisory, which is limited to providing suggestions and solutions to the problems of individuals in other initiatives.

- The role of implementation :

The human resources department represents an advisory department in its relationship with other departments in addition to the executive authority that is exercised within this department and cannot fully perform its function unless it is subordinate and under the supervision of senior management and that coordination and continuous cooperation is carried out between it and other departments

- Participation in decision-making

It plays an important role in decision-making especially with regard to human resources within organizations.

- The role of internal organization of Human Resources Management in small and medium-sized enterprises :

With the growth and increase in the size of small and medium-sized enterprises in developing and developed countries and the increasing role of workers in production and the shift to the human element, the role began to appear to officials more, and this department began to play a key role in the activities and

[1] هياجميلبشارات،التمويلالمصرفيللمشروعاتالصغيرةوالمتوسطة،دارالنفائس،الاردن،2008 ، ص 31 .

work of individuals, Which led to the development of its position in the organizational structure in the institution.

Chapitre one : theoretical literature on the role of human resources in small and medium enterprises developement

Third Section: Applied Literatures for Study

The first requirement: English studies

*Salma Muftah Almasrite, Salah Mabruk Abdalsalam Dow, The role and functions of human resources management in building a learning organization: An empirical study on a sample of employees in public industrial organization operating in the city of Benghazi, Libya, International journal of economic performance, volume06,Issue: 02,2023,PP 579-604.

The most important findings of this study:

-Identifying the level of practice of certain human resources management functions in public organizations in Benghazi, specifically human resources planning,recruitment and selection, and human resources training.
- Assessing the impact of certain human resources management functions on building a learning organization in the public industrial organizations under study.
- Understanding the feasibility of applying the concept of the learning organization in the studied public industrial organizations.
- Achieving potential findings and recommendations that can be utilized in decision-making processes aimed at enhancing organizational development.

*Sekri Hiba, Menacer Chahrazed, strategic human resources management and firm performance, journal of Excellence, Volume 05,N°02,2023,pp: 01-15,

The most important findings of this study:

Identify the human resources and theirrole in each organization isal so the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimatiley increase the performance of the organization. Firm Performance is a major multi dimensional construct aimed to achieve results and has a strong link to strategic goals of an organization .

*Asma Benzazoua Bouazza, Small and medium enterprises as an effective sector for economic development and employment creation in Algeria,

International journal of economics commerce and management, Volume:03,Issue2,2015,pp1-16.

The most important findings of this study:

Small and medium enterprises are globally recognized for their unique contributions to economic development through GDP growth, job creation, innovations, tax revenues, export generation, stimulation of other economic activities. These activities indicate that the SME sectoris the back bone of all developed and developing economies. Thus, the development of the SME sectoris of paramount importance for any country regardless of its level of development.

*Namouni Samir ,Barça El-Mehdi,Training of human resources in the organization, journal of economic&financial investigation strategies,Volume: 01/N°: 01,2019,109-128.

The most important findings of this study: Reviewing the training and the most important concepts related to it, knowing its types, and the training needs in the institution, fromwhich the institution aims to develop the skills of individuals to meet the current and future needsrequired by the institution in light of environmental changes because training is not related to institutional training, but alsomeans the individuals who work in it, which benefits the institution and the individual.

*Bilal Mechaali, Salah Mahrez, Development of small and medium enterprises(SMEs) in Algeria, Economic research (CHEEC), University of Skikda, Algeria, Volume 07/Issue 11, 2019,PP47-57.

The most important findings of this study: identify the small and medium enterprises by recognizingtheir importance and characteristics, and the development of SMEsacross countries SMEsalsocontribute to economic development in different ways: by creating jobs for the growing work force in rural areas.

*BenamraouiFahima, Small and medium enterprises in the Algerian law, Journal of politic and law, Volume: 14/N°: 01,2022,P. P558-574.

The most important findings of this study:Algeria has made great efforts for the promotion and development of small and medium enterprises, It gave more area and more support for itsdevelopment to ensureitscontinuity and durability, especiallyfrom a legalside, Consideringthat the small and medium enterprisessectoris a vital sector Able to combine economic and social development.Thesmall and medium enterprisessectorstilllacksmanythings,includingexperience, advice, and good training for projectholders to enable them to runtheirenterprisewellsoitcanplayitsdevelopmentalrolewelltoo.

The second requirement : Arabic studies

*Fairouz Bouzourine, The reality of the practice of somehuman resources management activities in the medium institutions and theirrole in achieving innovation from the perspective of human resources managers, مجلة الأبحاث الاقتصادية, Volume14/N°: 01,2019,P.P 158-180.

The most important findings of this study:These institutions adoptvariousprocedures of the recruitmentprocessfromrecruitment, selection and recruitment.Understandwhat training and development of human resourcesis in these institutions. These institutions stimulatetheirhuman resourceswithvarious types of incentives.Thereisalso an interest in the level of wages in these institutions and concern for the health and safety of workersfromvariousrisks.Also, the training and development of human resourcespositively and to a very large extent affects the creativity of the humanresource in the organization.

*Imane Ramadane, KhawlaZiani, KanzaSalhi, The role of human resources management applications in encouragingsmall and medium enterprises to achievesustainabledevelopmentdimension-afield study on small and medium enterprises operating in Skikda State, Journal of EconomicGrowth and Entrepreneurship JEGE,Volume05/N°: 4,2022,P.P45-59.

The most important findings of this study:Examining the theoreticalframework for human resources management variables, sustainabledevelopment and small and medium enterprises,identifying the role of human resources management

applications in encouraging small and medium-sized enterprises operating in Skikda State to achieve the dimensions of sustainable development.

*BelamriOssri, اشكالية تحديد مفهوم للمؤسسات الصغيرة والمتوسطة ,مجلةقانون والتشغيل العمل ,Volume 06/N°: 03,2018,P.P294-315.The most important findings of this study: The definition of small and medium enterprises varies according to the objective of small and medium enterprises as it has become difficult to find a uniform definition of this type of institution as it varies fromanother country, sowe find a set of criteria that help reach a relatively common concept for small and medium-sized enterprises, what seems like an enterprises mall or medium in a developed country may be classified as a large institution in a developing country and vice versa right.

*Ben Mabrouk Nabila, تفعيل دور الموارد البشرية في تنمية المؤسسات الصغيرة والمتوسطة (دراسة ميدانية), أطروحة مقدمة لنيل شهادة دكتوراه علوم تخصص: التحقيقات الإقتصادية الكبربوسبر ,الآراء ,كلية العلوم الإقتصادية والعلوم التجارية وعلوم التسيير ,جامعة الجزائر2016,3-2017
The most important findings of this study:
The activation of the role of human resources for the development of Algerian small and medium-sized enterprises is influenced by factors that lie in training and motivation, participation in decision-making and contributing to the exploitation of opportunities, as well as performing tasks with the required quality, investing the knowledge balance and coordination in assumingresponsibilities, in addition to the previous prof essional experience of these resources.

Conclusion of the chapter

Effective human resources hold high hopes for small and medium enterprises to move towards successful organizations with excellence, and this is only if these institutions adopt systems and processes that lead to development, as this is done through human resources, which are characterized by a strategy that leads them to maintain competencies by providing the right atmosphere and place where the latter can live, in order to programs support continuous development and improvement by supporting the process Training, as well as the continuity of training, which allows it to meet the needs of growth and career development, as this achievement is the first guiding path for self-potential as well as exploiting the opportunities available to achieve unprecedented results to surpass competitors in quantity and type, with the aim of achieving customer satisfaction, maintaining prestige and success, and the combination of all these factors opens the way to create an entrepreneurial spirit and motivation for performance in a team atmosphere, and all this works to activate the role played by these resources in pursuit of the development of small and medium enterprises (SMEs).

From the results of the study, we conclude that the role of human resources depends on training and motivation, participation in decision-making and contributing to the exploitation of opportunities, as well as performing tasks with the required quality, investing knowledge and coordination in assuming responsibilities, as well as previous professional experience.

Therefore, we can say that the role of human resources depends on the ability to transfer good knowledge and put it into practice, which ensures superior performance conducive to achieving development.

Chapter two

Case Study of theForemyhd EnterpriseKachroud Ali Khanchela Unit

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

Preface

In this chapter, we will try to project what we have been exposed to in the theoretical aspect on the economic institution "Foremyhd unit kachroud Ali khanchela ", by tracking the role of human resources in the development of small and medium enterprises, this chapter was divided into two researchers as follows :

First section: generalities about the kachroud enterprise.

Second section: the role of human resources in the development of kachroud enterprise.

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

First section: generalities about the kachroud enterprise.

Through this presentation, we are trying to address the establishment of the enterprise in the first requirement, the technical card of the enterprise in the second requirement, the third requirement was devoted to the achievements of the kachrou Ali enterprise, and the fourth requirement includes the organizational structure of the unit.

First requirement: Presentation of the public enterprise "foremyhd" unity of kachroudkhanchela:

*The public economic institution of kechroud Ali Khenchela was established by the architect Julien Decan in 1945 as an institution affiliated to the French colonization and with the declaration of Algeria's independence in 1962, the institution bore the name of the late martyr Ali kechroud by appointing Mr. Buti Ibrahim as its first director, and in 1973 it was established by Decision No. 109 dated 23-03-1973 issued by the state of Umm El-Bouaghi and in 1993, in accordance with the new laws and political and economic directives of the state and after the evaluation of according to the regional committee, small enterprises were structured, and kechroud Ali Foundation was included in a portfolio containing a group of independent public institutions, as a regional institution, and this was On 22-05-1996, the regional holding company for the South-East was in Sakra, and then it became under the guardianship of the state contributions company for studies and completion of major works for irrigation in Algiers, and in 2010, with the help of the Algerian state and by the decision of the then president of the Republic, which provided for the restructuring of public institutions, it was restructured with the inclusion of new programs that allow it to enter the market economy and face competition .

*The headquarters of the kechroud unit is located on: in the industrial zone, Bagai road, Khanchela State, on an area estimated at: 11,000 meters, of which 240 meters are allocated to the administration, while the number of its workers is currently estimated at: 463 workers Its main activity is the completion of Public Works and construction, irrigation, in addition to the production and sale of reinforced cement, and it is considered one of the leading companies at the state level, where it has completed most of the facilities at the state level

Second requirement: Technical card of the unity :

1-designation: public economic institution (foremyhd) martyr kechroud Ali unity.

2-construction: in 1945 by the French architect Julien de camp

3-establishment as an internal public institution during the independence era: March 1976

4-transition to economic independence as a company with shares .SPA :1996

5-joining the portfolio of managing contributions for the East and Southeast Annaba: 2002

6-geographical expansion at the level of Constantine state: 2006

7-transfer to the portfolio of managing contributions and major business achievements for irrigation: 2010

8 - date of absorption by the foremyhd public economic institution :2018

Third requirement: Achivements of "Foremyhd" unity of kechroudaliKhanchela

★Completed projects at the state level :

- Babar re-education foundation
- Khenchela House of culture
- Preparing the residence of the Wali (bath of the righteous)
- Reconstruction of the civil status Department of Khenchela municipality
- The new state headquarters
- Khenchela forest governorate
- Important university centers
- Algerian agency for housing development ADDL project of Constantine agency
- Khanshala passenger transfer station
- Water filtration Bagaikhanchela road
- Water filtration plant Qais STEP
- Water filtration El-Mahmel STEP
- Preparation of Martyr Abbas LaghrourKhanchela.
- Completion of the khanchela court

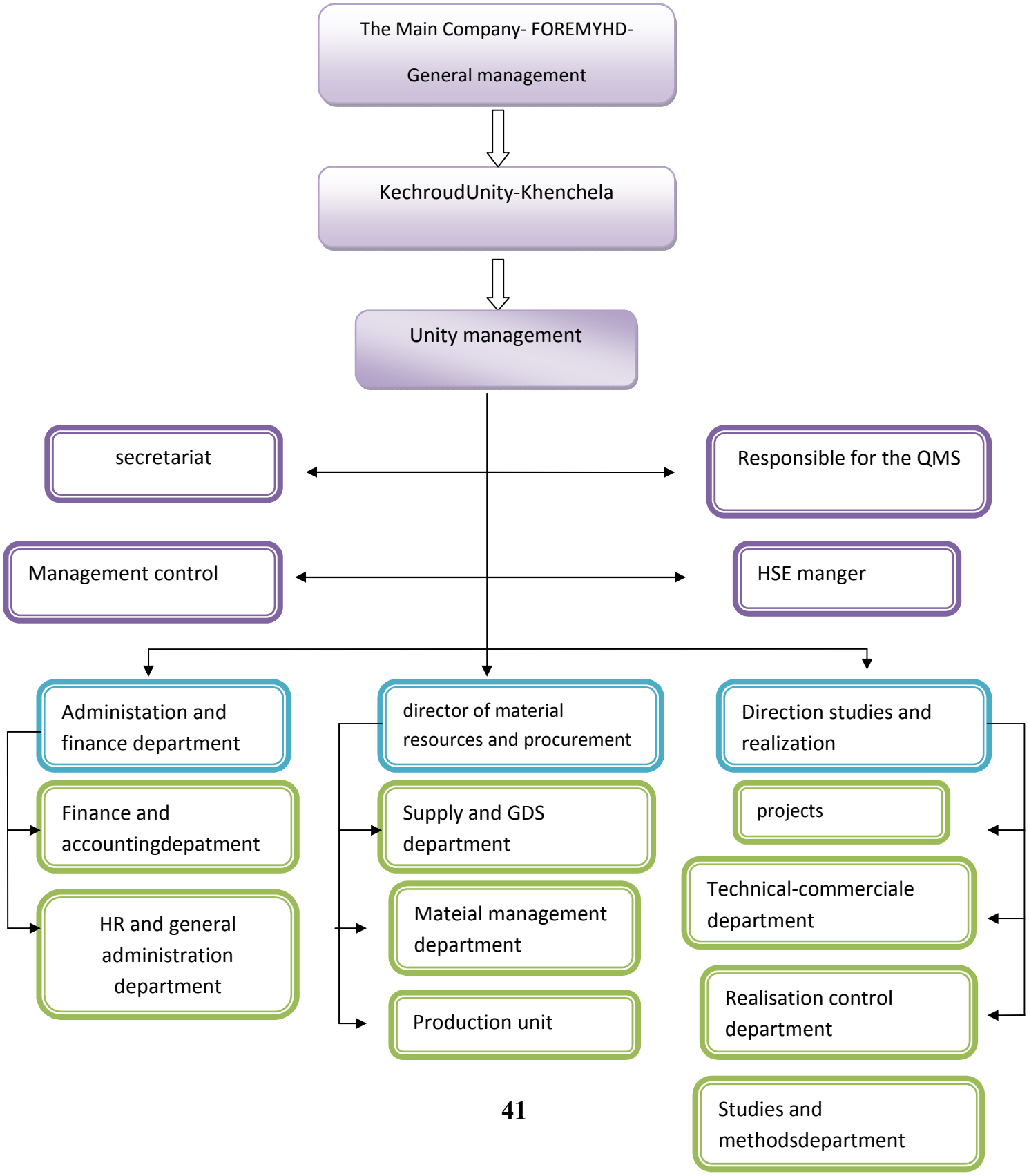
★projects under completion:

- The completion of the University pole 6000 seats-khanchela
- Completion of the medical and surgical emergency department
- Water filtration Orkis STEP-Oum Al-buwaqi

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

Forth requirement: Organizational structure ofForemyhdKechroud UnityKhenchela

Figure01: Organizational structure of ForemyhdKechroud Unity Khenchela



Source : Prepared by the twostudentsbased on the documentation related to the institution in question.

Second section: the role of human resources in the development of kachroud enterprise.

In this requirement wewilltry to apply the theoretical aspect to reality and use scientificresearchmethods of data collection, represented by the questionnaire.

This isdoneafter the presentation of the study institution, clarification of the study community and the study sample, as well as the study instrument represented by the questionnaire, followed by the analysis of the data using the statistical program " SPSS " to obtain the resultsthatwillthenbeinterpreted, therebyachieving the goals of the study.

First Requirement: methodologicalframework for the field study

This section provides a detailedpresentation of the methodology and proceduresadopted in the implementation of the field study, including a description of the study community, itssample, characteristics, data collection and analysistools and methodsused in processing the results of the study.

Part one: Study Methodology

Through this questionnaire, whichis a field study, wewilltry to understand the employees' opinion on the role of humanresources in developingsmall and medium enterprises. This researchaims to collect as muchfield data as possible on the study topic by distributing the questionnaire statements to the employees in the institution.

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

1. Study Methodology:

The primary goal of the methodologyis to uncoverscientifictruth to conveyit to others and introduce them to it. This meansthat the appliedmethodology in any study isrelated to the nature of the subjectbeingstudied, the posedproblem, and the hypothesespresented to address the topic. For this study on "The Role of HumanResources in Developing Small and Medium Enterprises," the analyticalmethodwasadopted as italignswith the study's topic and objectives. It helps in obtaining and analyzingnecessary data to gain useful information, allowing for a precise study of the phenomenon as itexists in reality, understandingitsrelationshipswithotherphenomena, reachingaccurate and usefulscientificresults, and providing suggestions throughthat.

2. Study Population:

This includes all the individuals and elementsthatcanbestudied. The study population in this researchconsists of all employees at Foremyhd, Unit Kachroud – Khanchela. This population wasdefined and confined to all the institution'semployees.

3. Study Sample:

The study population consists of individuals.... To meet the study'spurposes, 50 questionnaires weredistributed to the employees of the institution.

Part two: Validity and Reliability of the Study Tool:

The questionnaire wasused as a data collection tool for the study becauseitis an effective means of gathering information and measuring the variables desired to bestudied. Belowis an explanation of how the study toolwasconstructed and the proceduresused to verifyitsvalidity and reliability.

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

1. Study Tool:

The questionnaire wasbuiltbased on the hypotheses and definedresearch objectives. It includestwo main axes:

- Personal data of the study sampleindividuals (gender, age, educational qualification, job position, years of experience in the workfield).
- First Axis: The reality of humanresources in the institution, dividedintothree dimensions:

- Employment (4 statements).

- Training and development (4 statements).

- Motivation (4 statements).

- Second Axis: Development of small and medium enterprises (6 statements). Responses to the second part of the questionnaire'sstatements are according to the five-point Likert scale, which expresses statements as (StronglyAgree, Agree, Neutral, Disagree, StronglyDisagree). The following table shows the scores and levels for the five-point Likert scale:

Table 02:it shows the scores and levels for the five-point Likert scale.

levels	**Strongly Agree**	**Agree**	**neutral**	**Disagree**	**Strongly Disagree**
scores	1	2	3	4	5

Source: Prepared by the studentsbased of results of the questionnaire

Part three: Validity and Reliability of the ResearchTool (Questionnaire):

1/ Validity of the ResearchTool (Questionnaire Validity):

Validityrefers to the ability of the questionnaire to measure the variables itwasdesigned to measure. It includes relevant items thatmeasure the variables intended. To verify the validity of the questionnaire used in the research, two types of validitywerestudied:

1. Content Validity or Face Validity:

To verify the content validity of the researchtool and ensureit serves the research objectives, itwaspresented to a panel of judgesfrom the Faculty of Economic Sciences, Commercial Sciences, and Management Sciences. Theywereasked to evaluate the adequacy of the researchtool in terms of the number of statements, comprehensiveness, content variety, and the level of linguistic and structural quality, as well as anyothercommentsregarding modification, change, or deletion as deemednecessary by the judges. The studentsstudied the judges' comments and suggestions and made adjustments in light of the panel'srecommendations, making the questionnaire more understandable and betterachieving the research objectives. The studentsconsideredthatincorporating the judges' comments and making the requiredadjustmentsconstituted face validity and content validity of the tool, thusdeemingitvalid for measuringwhatitwasdesigned for.

2. InternalConsistencyValidity:

Table03: It shows the connection of the dimensions of the first axis with the first axis.

	Correlation coefficient	Significance level
recruitment	0.679	0.01
Training and formation	0.891	0.01
motivation	0.841	0.01

Source: Prepared by the studentsbased on the outputs of SPSS V20

From table 03, we observe that the Pearson correlation coefficients are (0.679, 0.891, 0.841), which are strongcorrelations at a significancelevel of 0.01. This indicates the validity of the researchtool, giving us full confidence in itsaccuracy and suitability for analyzingresults.

Correlationbetween the axes and the overall axis:

Table04: It shows the interconnectedness of the axis with the overall axis.

	Correlation coefficient	**Significance level**
The first axis: The reality of human resources in the organization	0.890	0.01
The second axis: development of small and medium enterprises	0.884	0.01

Source: Prepared by the studentsbased on the outputs of SPSS V20

From table 04, we observe that the Pearson correlation coefficients are (0.890, 0.884), which are strongcorrelations at a significancelevel of 0.01. This indicates the validity of the researchtool, giving us full confidence in itsaccuracy and suitability for analyzingresults.

2/Reliability of the ResearchTool:

Reliabilityrefers to the extent to which the sameresults, or similarresults, canbeobtained if the researchisrepeatedundersimilar conditions using the sametool. In this research, the reliability of the researchtoolwasmeasuredusing the "Cronbach's Alpha" coefficient, whichdetermines the acceptabilitylevel of the measurementtool at a level of 0.60 or higher. The resultswere asfollows:

Table05: Shows the results of Validity and Reliability of the questionnaire:

variable	Number of statements for each variable	Reliability coefficient "Cronbach's alpha"
The first axis	12	0.741
The second axis	06	0.762
The questionnaire as a whole	18	0.819

Source: Prepared by the studentsbased on the outputs of SPSS V20

From table05, we observe that the overallreliability coefficient of the researchtoolis 0.896, whichis a good and suitablereliability coefficient for the researchpurposes. All reliability coefficients for the research axes and dimensions are high and suitable for itspurposes, thusconfirming the reliability of the researchtool, giving us full confidence in itsaccuracy and suitability for analyzingresults.

StatisticalProcessing Tools:

Aftercompleting the data collection phase about the institution under study, information isanalyzed and interpreted, proving the questionnaire statements and confirming or rejecting the study hypotheses.

UsedMethods:

The followingstatisticalmethodswereused, suitable for the study hypotheses and variables:

1. Range: This method is used to determine the length of the Likert scale categoriesused in the second axis of the questionnaire. The range is calculated as:

Table06:it shows the correspondinglevels.

Categories	corresponding levels
-2.331	low
2.33-3.66	middle
5-3.66	high

Source: Prepared by the studentsbased on SPSS outputs

2. Frequencies and Percentages: Frequencies and percentageswereused to understand the personalcharacteristics of the study sampleindividuals and to determinetheirresponses to the main questionnaire statements.

3. ArithmeticMean: This meanwasused to determine the extent to which the responses of the study sampleindividualsrise or fall on eachstatement of the basic study variables (promotional mix role). It alsohelpsrank the statementsaccording to theirarithmeticmean.

4. Standard Deviation: This measurewasused to understand the extent to which the responses of the study sampleindividualsdeviate for eachstatement of the study variables and each axis fromtheirarithmeticmean. The lower the deviationfrom one correct, the less the dispersion in the study sampleresponses and vice versa if the deviation value equals or exceeds one correct.

5. Cronbach's Alpha Coefficient: It wasused to measure the reliability of the questionnaire statements.

6. Pearson Correlation Coefficient: It wasused to measure the validity of the questionnaire

7-Pearson correlation coefficient: itwasused to measure the truthfulness of the questionnaire

8-the choice of simple linearregression: itwasused to test the validity of hypotheses

Second requirement: Data Analysis and Study Results

This chapterpresents an analysis of the data, identifying the study variables, the samplecharacteristics, and highlighting the mostprominentresults of the questionnaire achievedthrough the analysis of its items.

Part One: Analysis of Personal Data of the Study Sample

To describe the study sample, the personal information related to the employees of Foremyhd, Unit Kashroud-Khenchela-, whoweresurveyed, willbepresented by explainingtheircharacteristics in terms of gender, age, educational qualification, job, and years of experience in the field of work.

A- Gender:

Table07:it shows the distribution of the study sampleaccording to the sex variable.

Gender	Number of iterations	percentage
Male	32	64%
Female	18	36%
Total	50	100%

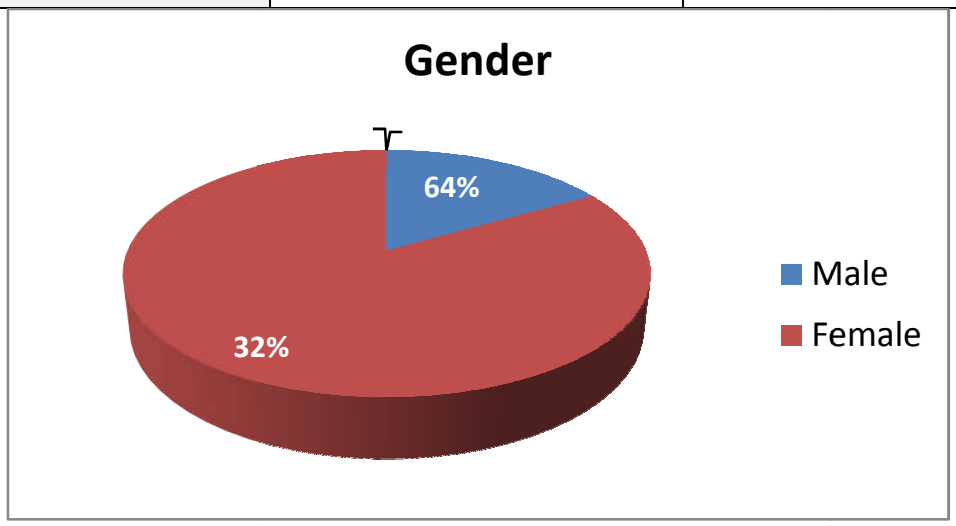


Figure02: Graphicalrepresentation of the gender variable.

Source: Prepared by the studentsbased on SPSS outputs

We note from Table No .and figure no. that the majority of the samplemembers are males, whichis 64% of the total samplemembers, equal to 32 individualsfrom the study sample, whilefemales have been estimated at 36% of the total samplemembers, whichisequivalent to 18 members of the sample, whichindicatesthat the male employees of an institution. The subject of the study islargerthanfemaleemployees.

B – Age:

table08:it shows the distribution of the study sampleaccording to the age variable.

Age	Number of iterations	percentage
From 19 to 30 years	24	48%
From 31 to 45 years	19	38%
More than 45 years	7	14%
Total	50	100%

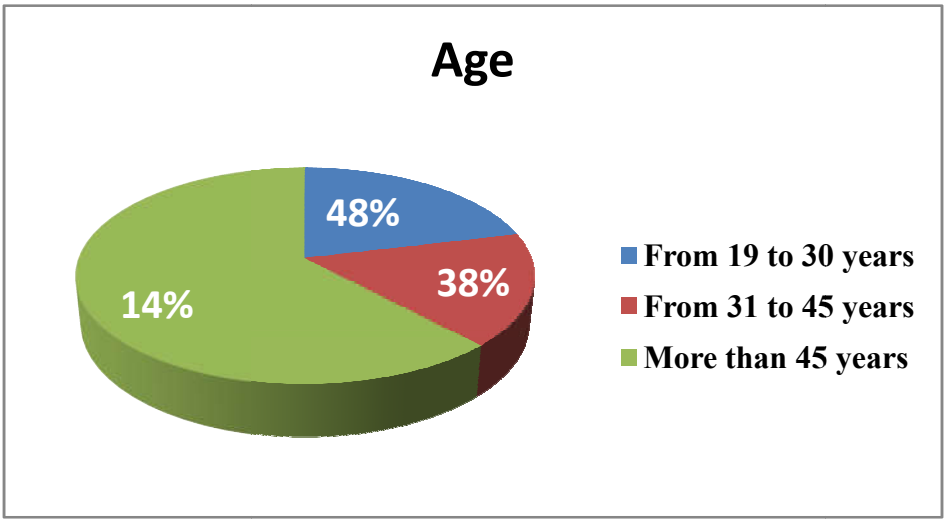


Figure02: Graphicalrepresentation of the age variable.

Source : Prepared by the studentsbased on SPSS outputs.

Based on the results of the table and figure, we observe that the highest percentage was from the age group 19 to 30 years at 48%, equivalent to 24 individuals from the sample. This is followed by the age group 31 to 45 years at 38%, equivalent to 19 individuals, and then the age group over 45 years at 14%, equivalent to 7 individuals. This indicates the institution's interest in employing younger individuals, especially if they know how to utilize them effectively.

C – Educational Qualification:

Table 09: it shows the distribution of the study sample by educational qualification variable.

Academic qualification	Number of iterations	percentage
Senior technician	12	24%
Bachelor's degree	10	20%
Master's degree	28	56%
Total	50	100%

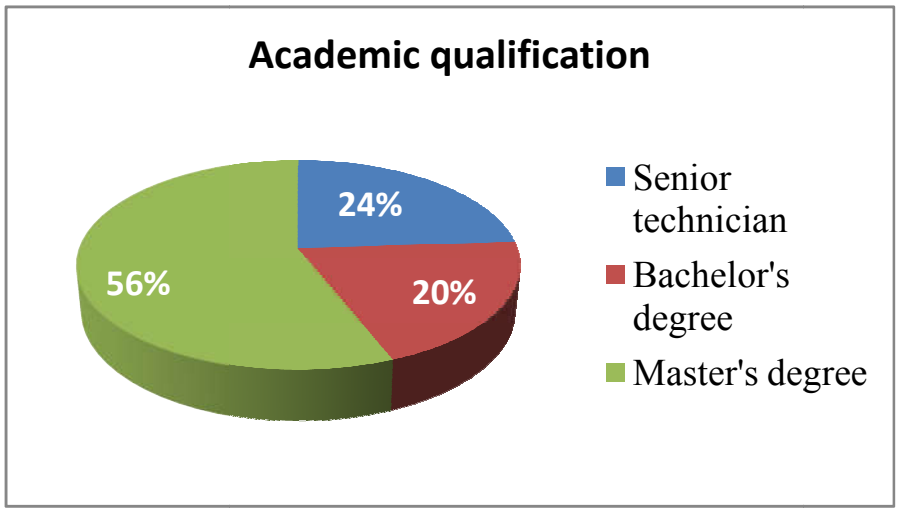


Figure04: representation of the academic qualification

Source: Prepared by the studentsbased on SPSS outputs

From Table No. and Figure No., we observe thatthere are variouseducational qualifications within the study sample. However, the Master'slevelheld the highestpercentage at 56%, equivalent to 28 individuals. This isfollowed by Senior Technician at 24%, equivalent to 12 individuals, and Bachelor's at 20%, equivalent to 10 individuals. This canbeattributed to the institution'sspecific nature and the type of activitythatrequireswell-educated and specializedindividuals.

D – Job Specialization:

Table 10:it shows the distribution of samplemembers by job specialization variable.

Scientific specialization	Number of iterations	percentage
Administrative	11	22%
Technical	39	78%
Total	50	100%

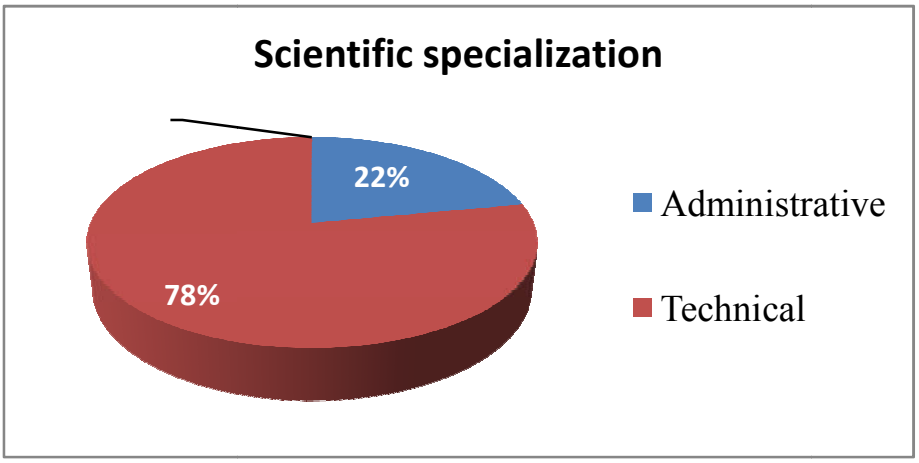


Figure05: Graphicalrepresentation of specialization and job position

Source: Prepared by the studentsbased on SPSS outputs

The table and figure above show that 78% of the sample have a technical job specialization, while 22% have an administrative job specialization. This indicatesthat the technical job specializationis one of the institution's main interests in itsvariousrelationships.

E – Years of Experience:

Table 11:it shows the distribution of samplemembers by years of experience variable.

Years of Experience	Number of iterations	percentage
less than one year	1	2%
One to 5 years	37	74%
5 to 10 years	7	14%
More than 10 years	5	5%
Total	**50**	100%

Source: Prepared by the twostudentsbased on SPSS outputs

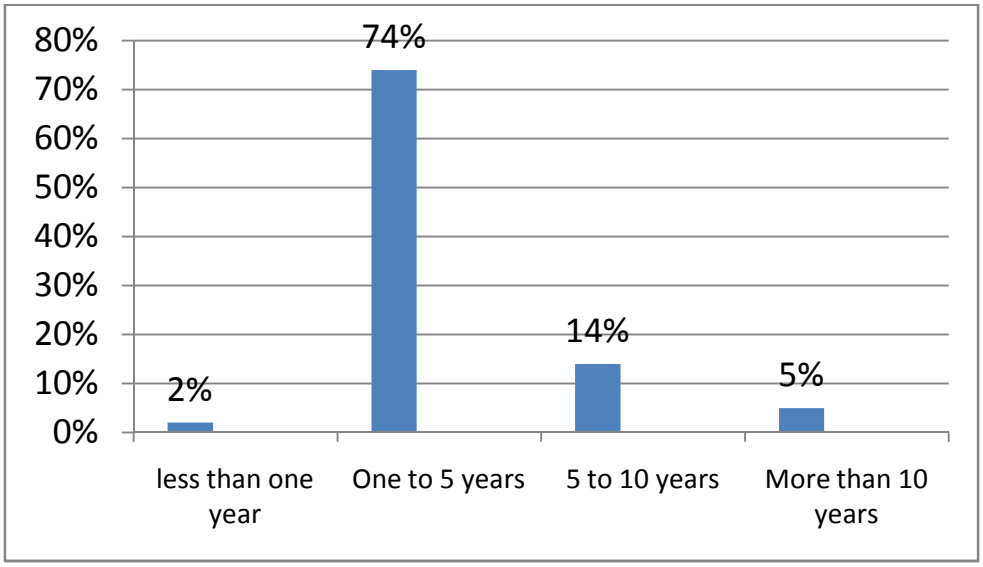


Figure06:Distribution of sample items according to the variable of years of experience

Source: Prepared by the twostudentsbased on SPSS outputs

The table and figure aboveindicatethat 74% of the samples have 1 to 5 years of experience, 14% have more than 5 years to 10 years, 10% have more than 10 years of experience, and 2% have lessthan a year of experience. This meansthatmostindividuals in the institution have 1 to 5 years of experience.

Chapter two : Case study of the foremuhd enterprise KACHROUD Ali, Kenchela Unit

Part two: Presentation and Analysis of Data Related to the Study's Axes

To understand the institution under study, frequencies, percentages, means, and standard deviations of the study sample'sresponses to the statementsrelated to the study axes werecalculated.

First: Presentation and Analysis of Data Related to the First Axis: The Reality of HumanResources in the Institution

Table12:Arithmetic means, standard deviations, and relative importance of the researchsample'sresponses to the statements about the reality of humanresources in the institution.

N°	Dimensions and measurement expressions	SMA	standard deviation	Relative importance	Acceptance level
01	Ferry 01	4,28	0,86	1	High
02	Ferry 02	4	0,90	4	High
03	Ferry 03	4,1	0,79	2	High
04	Ferry 04	4	0,78	3	High
Recruitment		4,095	0,58	1	High
05	Ferry 05	3,7	1,05	4	High
06	Ferry 06	3,76	1,04	3	High
07	Ferry 07	3,8	0,95	2	High
08	Ferry 08	3,98	0,91	1	High
Training and formation		3,81	0,62	3	High
09	Ferry 09	4	1,05	3	High
10	Ferry 10	4,22	0,93	1	High
11	Ferry 11	4,16	0,91	2	High
12	Ferry 12	3,68	1,19	4	high
Motivation		4,015	0,75	2	high
The reality of human resources in the organization		3,9733	0,54	High	

Source: Prepared by the twostudentsbased on SPSS outputs

From table12, the first place in terms of relative importance given by the researchsamplemembers was recruitment, with a mean of 4.095 and a standard deviation of 0.575. This is followed by motivation, with a mean of 4.015 and a standard deviation of 0.75. According to the study scale, this indicates a high acceptance rate. Additionally, the averageresponses of the researchsamplemembers to the statements of this axis show high acceptance rates, with means ranging from 3.68 to 4.28 and standard deviations ranging from 0.78 to 1.18, indicating the reality of human resources in the institution.

Second: Presentation and Analysis of Data Related to the Second Axis: Development of Small and Medium Enterprises

Table13:Arithmetic means, standard deviations, and relative importance of the researchsample'sresponses to the statements about development of small and medium enterprises.

N°	Acceptance level	Relative importance	standard deviation	SMA	Dimensions and measurement expressions
01	Ferry 01	**4,04**	**0,75**	**4**	High
02	Ferry 02	**4,32**	**0,82**	**1**	High
03	Ferry 03	**4,22**	**0,97**	**2**	High
04	Ferry 04	**4,12**	**1,02**	**3**	High
05	Ferry 05	**4,04**	**1,01**	**5**	High
06	Ferry 06	**3,84**	**0,84**	**6**	High
Development of small and medium enterprises		**4,09**	**0,73**	High	

Source: Prepared by the twostudentsbased on SPSS outputs

From table 13,the first place in terms of relative importance given by the researchsamplemembers was statement 02, with a mean of 4.32 and a standard

deviation of 0.82. The overallmean for the development of small and medium enterpriseswas 4.09 with a standard deviation of 0.73. According to the study scale, this indicates a high acceptance rate. Additionally, the averageresponses of the researchsamplemembers to the statements of this axis show high acceptance rates, withmeansrangingfrom 3.84 to 4.32 and standard deviationsrangingfrom 0.75 to 1.02, indicating the development of small and medium enterprises.

Part three: HypothesisTesting

This section focuses on testing the validity of the study hypotheses to answerits questions and interpret the results. The hypotheseswillbetestedusing simple linearregression.

First: Testing the First Sub-Hypothesis

H0: Recruitmentdoes not contribute to the development of small and medium enterprises.

H1: Recruitmentcontributes to the development of small and medium enterprises.

The following table shows the results of the simple linearregression test for the first sub-hypothesisrelated to the contribution of recruitment to the development of small and medium enterprises.

Table14: the results of the simple linearregression test to test the first sub-hypothesis.

	B	**T**	**R**	**R^2**	**F**	**Sig.**
Constant	1.396	2.179	0.523	0.274	18.105	0,0000
recruitment	1.008	4.255				

Source: Prepared by the twostudentsbased on SPSS outputs

The results in the table show that the correlation coefficient (R) between the independent variable and the dependent variable is R = 0.523, or 52.3%, whichis an acceptable degree of correlation. This isreflected by the coefficient of determination (R^2), whichmeasures the variance in the dependent variable and has reached $R^2 = 0.274$.

The resultsalsoindicatethat the value of the slopeparameter (Sig, significancelevel) is 0.000, whichislessthan the specifiedsignificancelevel of 0.05. Therefore, wereject the nullhypothesis and accept the alternative hypothesis, which states that "There is a statisticallysignificanteffect of recruitment on the development of small and medium enterprises at the significancelevel (α=0.05).

The regression line equationis:

$Y=1,396+X_1*0,659$

Y=development of small and medium enterprises

X1=recruitement

Second: Testing the Second Sub-Hypothesis

H0: Training and formation do not contribute to the development of small and medium enterprises.

H1: Training and formation contribute to the development of small and medium enterprises.

The following table shows the results of the simple linearregression test for the second sub-hypothesisrelated to the contribution of training and formation to the development of small and medium enterprises.

Table15:The results of the simple linearregression test for the second sub-hypothesis.

	B	T	R	R^2	F	Sig.
Constant	1.108	2.317	0.675	0.455	40.102	0,0000
Training and formation	0.784	6.333				

Source: Prepared by the twostudentsbased on SPSS outputs

The results in the table show that the correlation coefficient (R) between the independent variable and the dependent variable is R = 0.675, or 67.5%, whichis an acceptable degree of correlation. This isreflected by the coefficient of determination (R^2), whichmeasures the variance in the dependent variable and has reached $R^2 = 0.455$

The resultsalsoindicatethat the value of the slopeparameter (Sig, significancelevel) is 0.000, whichislessthan the specifiedsignificancelevel of 0.05. Therefore, wereject the nullhypothesis and accept the alternative hypothesis, which states that "There is a statisticallysignificanteffect of training and formation on the development of small and medium enterprises at the significancelevel (α=0.05)."

The regression line equationis:

$Y=1,108+X_2*0,784$/ X_2=training and formation

Third: Testing the ThirdSub-Hypothesis

H0: Motivation does not contribute to the development of small and medium enterprises.

H1: Motivation contributes to the development of small and medium enterprises.

The following table shows the results of the simple linearregression test for the thirdsub-hypothesisrelated to the contribution of motivation to the development of small and medium enterprises.

Table16:the results of the simple linearregression test for the thirdsub-hypothesis.

	B	T	R	R^2	F	Sig.
Constant	1.465	2.317	0.682	0.465	41.760	0,000
motivation	0.655	6.333				

Source: Prepared by the twostudentsbased on SPSS outputs

The results in the table show that the correlation coefficient (R) between the independent variable and the dependent variable is R = 0.682, or 68.2%, whichis an acceptable degree of correlation. This isreflected by the coefficient of determination (R^2), whichmeasures the variance in the dependent variable and has reached $R^2 = 0.465$

The resultsalsoindicatethat the value of the slopeparameter (Sig, significancelevel) is 0.000, whichislessthan the specifiedsignificancelevel of 0.05. Therefore, wereject the nullhypothesis and accept the alternative hypothesis, which states that "There is a statisticallysignificanteffect of motivation on the development of small and medium enterprises at the significancelevel (α=0.05)."

The regression line equationis:

$Y=1,465+X_3*0,655$ /X_3=motivation

Fourth: Testing the Main Hypothesis

H0: Humanresources do not contribute to the development of small and medium enterprises.

H1: Humanresourcescontribute to the development of small and medium enterprises.

The following table shows the results of the simple linearregression test for the main hypothesisrelated to the role of humanresources in the development of small and medium enterprises.

Table 17:the results of the simple linearregression test for the main hypothesis

	B	T	R	R^2	F	Sig.
Constant	0.09	0.178	0.757	0.573	64.48	0,000
recruitment	1.008	8.03				

Source: Prepared by the twostudentsbased on SPSS outputs

The results in the table show that the correlation coefficient (R) between the independent variable and the dependent variable is R = 0.757, or 75.7%, whichis an acceptable degree of correlation. This isreflected by the coefficient of determination (R^2), whichmeasures the variance in the dependent variable and has reached $R^2 = 0.573$

The resultsalsoindicatethat the value of the slopeparameter (Sig, significancelevel) is 0.000, whichislessthan the specifiedsignificancelevel of 0.05. Therefore, wereject the nullhypothesis and accept the alternative hypothesis, which states that "There is a statisticallysignificanteffect of humanresources on the development of small and medium enterprises at the significancelevel (α=0.05).

The regression line equationis:

$Y=0,09+X_4*1,008$/ X_4=humanresources

Conclusion of the chapter

Through the resultsobtainedthrough the applied study weconducted at FORIMYHD enterprise,unit of KachroudAliKhanchela, on the role of humanresources in the development of small and medium enterprises. After learning about the reality of the unit and itspedagogical structure and availablehumanresources, we have reached a relationshipbetweenhumanresources and the development of small and medium enterprises.

General Conclusion

General conclusion

General conclusion

In this note, we have discussed the role of human resources in the development of small and medium-sized enterprises, as institutions have not found a solution to face the accelerating economic changes except the increased focus on the human resource. The human resource is a strategic and effective factor for adapting to complex and volatile environmental variables, as it is the basis of development. Despite the importance of material and natural resources, they do not achieve anything in the absence of the human element, which represents the intellectual capital of the institution, and requires effective management of human resources.

Development is not limited to the creation and expansion of small and medium-sized enterprises only, but also includes the development of the human resource. So, we highlighted the ways to activate the role of human resources through recruitment, training and motivation, as an essential step to activate them and optimally use the available intellectual capital, which leads to improved profitability and the development of small and medium enterprises.

To clarify the role of human resources in the development of institutions, we studied the current situation of one of the medium-sized institutions, Foremyhd unit in Khanchela state, especially the work of human resources in it. Kachroud Ali enterprise is one of the most important institutions in the state, as it carries out intensive activities in the field of irrigation and the completion of major projects such as equipping and equipping, and the foundation has achieved profits and public benefit through the completion of most of the facilities in the state, which contributes to the development of the region.

First: Results of the theoretical part of the study

- The human resource is the main component of small and medium enterprises activity.
- Enterprises assess their needs for appropriate human resources and employ them.
- The enterprises awareness of the importance of training and the composition of human resources promotes their economic development.

- The enterprises are keen to stimulate the human resource in order to achieve the best performance of the institution.

General conclusion

Second: Results of the applied part of the study

*Kachroud works to provide the right human resources with high efficiency.

*The enterprise works to provide training courses for employees.

*The enterprise relies on an incentive system that helps to provide a suitable working environment for employees.

*The Foundation works to activate the role of its human resources, allowing it to achieve its objectives

Third: Hypothesis testing results

Testing the main hypothesis:
H0: Human resources do not contribute to the development of small and medium enterprises.
H1: Human resources contribute to the development of small and medium enterprises.
The Spss results indicate that the value of the slope parameter (Sig) is 0.000, which is less than the specified significance level of 0.05. Therefore, we reject the null hypothesis"H0" and accept the alternative hypothesis"H1",which states that:"There is a statistically significant effect of human resources on the development of small and medium enterprises at the significance level(α=0.05)."
Testing the first sub-hypothesis:
H0: Recruitment does not contribute to the development of small and medium enterprises.
H1: Recruitment contributes to the development of small and medium enterprises.
The Spss results indicate that the value of the slope parameter (Sig) is 0.000, which is less than the specified significance level of 0.05. Therefore, we reject the null hypothesis"H0" and accept the alternative hypothesis"H1",which states that:"There is a statistically significant effect of recruitment on the development of small and medium enterprises at the significance level(α=0.05).
Testing the second sub-hypothesis:
H0: Training and formation do not contribute to the development of small and medium enterprises.
H1: Training and formation contribute to the development of small and medium

enterprises.
The Spss results indicate that the value of the slope parameter (Sig) is 0.000, which is less than the specified significance level of 0.05. Therefore, we reject the null hypothesis"H0" and accept the alternative hypothesis"H1", which states that:"There is a statistically significant effect of training and formation on the development of small and medium enterprises at the significance level (α=0.05)."

Testing the Third Sub-Hypothesis:

H0: Motivation does not contribute to the development of small and medium enterprises.
H1: Motivation contributes to the development of small and medium enterprises.
The Spss results indicate that the value of the slope parameter (Sig) is 0.000, which is less than the specified significance level of 0.05. Therefore, we reject the null hypothesis"H0" and accept the alternative hypothesis"H1",which states that:"There is a statistically significant effect of motivation on the development of small and medium enterprises at the significance level (α=0.05).

Forth: Suggestions and recommendations

Based on the above, it is possible to make some suggestions and recommendations that can achieve the role played by human resources, to contribute to the development process of small and medium-sized enterprises, as well as achieve a good distribution of competencies in accordance with the development requirements as follows:

* Human resources must be obtained and trained, as this is a necessary activity in order for the organization to reach its goal.

* The formation of human resources enables to obtain very positive results that allow the organization to flourish and develop.

* The organization realizes the importance and effectiveness of its human capabilities and energies and works to build and activate them to ensure superiority through the competitive advantages it achieves.

* Tolerating differences and allowing the expression of different and opposing points of view and taking advantage of this difference to obtain new opinions and ideas.

General conclusion

* Identify training needs and development opportunities for outstanding resources in line with the strategic objectives of the institution.

* Providing the opportunity to participate in the management of the organization may lead to meeting a set of needs represented in highlighting the talents and abilities of individuals that the organization can benefit from.

* The need to ensure that employees receive fair wages commensurate with the job burdens of each position and rely on the results of job analysis to determine the appropriate pay for each job.

* The need to focus on ensuring the continuity of granting incentives in the future, and be keen to motivate employees in order to increase the quantity and quality of products, and identify the types of be haviors that will be stimulated.

* Attention to the psychological state of workers, improvement of social services and health care programs.

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Questionnaire form

This questionnaire is part of the study that we will conduct in the framework of preparing a graduation note for obtaining a master's degree in "public administration" entitled:

The role of human resources in developing small and meduim enterprises A Case study

The information you provide will be provided to us in achieving the objectives of this research, so we ask you to answer the questions posed in this questionnaire with all accuracy and objectivity, knowing that your answer will be treated confidentially, and will not be used only for scientific research purposes only, thank you for your good cooperation.

Prepared by the two student

- Laassis Ahlem
- Chergui Amel

Under the supervision of Professor Dr

Dr. Nahed Habbaz

Personal data:

1. **Gender** : **Male** ☐ **Female** ☐
2. **Age**: **[19–30[** ☐ **[31 –45** ☐ **More than 45 yea** ☐
3. **Academic qualification** : **senior techni** ☐ **Bachelor's d** ☐ **e**
   Master's degree ☐
4. **Job description** : **Administrativ** ☐ **Techni** ☐
5. **Experience in the current position** **Less than a y** ☐
   [One to 5 years[☐ **[5 years to 1** ☐ **More than 10** ☐
   years

The first axis :The reality of human resources in the enterprise

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Recruitment	The human resource is selected according to scientific competence.					
	The human resource is selected depending on professional experience.					
	Scientific competencies are attracted for employment at the enterprise					
	The organization is working on estimating its future needs for appropriate human resources.					
Training and formation	There are training and formative courses periodically.					
	The institution relies on modern technologies for the implementation of training programs.					
	Personnel formation is carried out within the enterprise.					
	The effectiveness of the training programs offered is evaluated.					
Motivation	Within the organization there is a system of incentives and bonuses.					
	The institution is updating the bonus system.					
	The organization takes care that the working environment is suitable for the employee.					
	The organization offers special incentives					

	to workers who add value to the organization.					

The second axis: development of small and medium enterprises through human resources

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The organization strives to achieve good performance by supporting the team spirit					
The organization works to involve its competencies in making decisions about the organization's goals					
Professional experience is shared between employees.					
Explicit knowledge is exchanged between management interests.					
The organization is keen to register employee innovations, if any.					
Workers are involved in proposing new services and products for the organization.					

استمارة استبيان

يشكل هذا الاستبيان جزء من الدراسة التي سنجريها في إطار اعداد مذكرة تخرج للحصول على شهادة الماستر تخصص"تسيير عمومي" بعنوان:

The role of human resources in developing small and meduim enterprises A Case study

وسوف تزودنا بالمعلومات التي تدلون بها في تحقيق أهداف هذا البحث، لذا نلتمس منكم الاجابة على الاسئلة المطروحة في هذا استبيان بكل دقة وموضوعية، علما ان اجابتكم ستعامل بسرية، ولن تستخدم الا لاغراض البحث العلمي فقط، شاكرين لكم حسن تعاونكم.

الطالبتين:

- **لعصيص أحلام**
- **شرقي امال**

تحت اشراف الاستاذة:

د/ ناهد هباز

البيانات الشخصية:

1. الجنس: ذكر ☐ ؛ انثى ☐
2. السن:[19-30[☐ ؛ [31-45[☐ ؛ أكثر من45 ☐
3. المؤهل العلمي: تقني سامي☐ ؛ ليسانس ☐؛ ماستر ☐
4. المسمى الوظيفي: اداري☐ ؛ تقني☐
5. الخبرة في المنصب الحالي: أقل من سنة ☐ ؛ [سنة إلى 5 سنوات[☐

[5سنوات الى 10[☐؛ أكثر من 10 سنوات ☐

المحور الأول: واقع الموارد البشرية في المؤسسة:

		موافق بشدة	موافق	حيادي	غير موافق	غيرموافق بشدة
التوظيف	يتم إختيار المورد البشري حسب الكفاءة العلمية.					
	يتم اختيار المورد البشري حسب الخبرة المهنية.					
	يتم استقطاب الكفاءات العلمية لتوظيفها في المؤسسة.					
	تعمل المؤسسة على تقدير احتياجاتها المستقبلية من الموارد البشرية المناسبة.					
التدريب والتكوين	هناك دورات تدريبية وتكوينية بشكل دوري.					
	تعتمد المؤسسة على التكنولوجيات الحديثة لتطبيق برامج التدريب.					
	يتم تكوين الموظفين داخل المؤسسة.					
	يتم تقييم فعالية البرامج التدريبية المقدمة.					
التحفيز	يتوفر داخل المؤسسة نظام حوافز ومكافآت.					
	تقوم المؤسسة بتحديث نظام المكافآت.					
	تحرص المؤسسة على أن تكون بيئة العمل مناسبة للموظف.					
	تقدم المؤسسة حوافز خاصة للعمال الذين يقدمون قيمة مضافة المؤسسة.					

المحور الثاني: تنمية المؤسسات الصغيرة والمتوسطة من خلال الموارد البشرية

	موافق بشدة	موافق	حيادي	غيـــر موافق	غيرموافق بشدة
تسعى المؤسسة الى تحقيق أداء جيد من خلال دعم روح الفريق					
تعمـل المؤسســة علــى إشـراك كفاءاتهـا فــي اتخــاذ القـرارات الخاصة بأهداف المؤسسة					
يتم تقاسم الخبرات المهنية بين الموظفين.					
يتم تبادل المعارف الصريحة بين المصالح الإدارية.					
تحــرص المؤسســة علــى تســجيل ابتكــارات المــوظفين فــي حال وجدت.					
يشــارك العمــال فــي اقتــراح خــدمات ومنتجــات جديــدة للمؤسسة.					

I – تقديم عام للوحدة :

لقد تم انشاء المؤسسة العمومية الاقتصادية كشرود علي خنشلة من قبل المهندس المعماري جوليان ديكان في سنة **1945** كمؤسسة تابعة للاستعمار الفرنسي و بإعلان الجزائر عن استقلالها في سنة **1962** حملت المؤسسة اسم الشهيد الراحل علي كشرود بتعيين السيد بوتي ابراهيم كاول مسير لها ، وفي سنة **1973** تم تأسيسها بقرار رقم 109 بتاريخ 23-03-1973 الصادر عن ولاية ام البواقي و في عام **1993** وتبعا للقوانين الجديدة و التوجيهات السياسية و الاقتصادية للدولة و بعد التقييم الذي قامت به اللجنة الجهوية تمت هيكلة المؤسسات الصغيرة ، ادرجت مؤسسة كشرود علي ضمن حافظة تحتوي مجموعة من المؤسسات العمومية المستقلة ، كمؤسسة جهوية وكان ذلك بتاريخ 22-05-1996 حيث كانت الشركة الهولدينق الجهوية للجنوب الشرقي بسكرة ثم اصبحت بعد ذلك تحت وصاية شركة مساهمات الدولة للدراسات و انجاز الاعمال الكبرى للري بالجزائر العاصمة ، و في سنة **2010**بمساعدة من الدولة الجزائرية وبقرار من السيد رئيس الجمهورية آنذاك و الذي ينص على اعادة هيكلة المؤسسات العمومية تمت اعادة هيكلتها مع ادراج برامج جديدة تسمح لها بالدخول في اقتصاد السوق و مواجهة المنافسة .

I-1-تعريف الوحدة و اهدافها :التعريف بوحدة الشهيد كشرود علي :

أ- موقعها الجغرافي وطبيعة نشاطها :

يقع مقر **وحدة كشرود علي** : بالمنطقة الصناعية طريق بغاي بولاية خنشلة على مساحة تقدر بـ : 11000 متر من بينها 240 م مخصصة للإدارة ، اما عدد عمالها فيقدر حاليا بـ: 463 عاملا .

ويتمثل نشاطها الرئيسي في انجاز الاشغال والبناءات العمومية والري بالإضافة الى انتاجوبيع الاسمنت المسلح، وتعتبر احدى الشركات الرائدة على المستوى الولائي حيث قامت بإنجازأغلب المرافق الموجودة على مستوى الولاية والتي نذكر من بينها:

- نزل بني هلال (نزل المالية)
- مركز حمام الصالحين ومركز المجاهدين
- مقر العدالة ومقر الولاية والمحافظةومقر التنمية المحلية
- ملعب حمام عمار
- ساحة عباس لغرور وسط المدينة
- وغيرها من المشاريع التي انجزت وأخرىمازالت في طور الانجاز.

ب* البطاقة الفنية للوحدة :

1- التسمية : المؤسسة الاقتصادية العمومية (فوريميد)وحدة الشهيد كشرود علي

2- الانشاء : سنة 1945 من طرف المعمر الفرنسي جوليان ديكامب

3- الانشاء كمؤسسة عمومية داخلية في عهد الاستقلال : مارس 1976

4- الانتقال للاستقلالية الاقتصادية كشركة ذات أسهم.SPA:1996

5- الانضمام الى حافظة تسيير المساهمات للشرق و الجنوب الشرقي عنابة:2002

6-التوسيع في المجال الجغرافي على مستوى ولاية قسنطينة: 2006

7-التحويل الى حافظة تسيير المساهمات وانجازات الأعمال الكبرى للري: 2010

8-تاريخ الامتصاص من طرفالمؤسسة العمومية الاقتصاديةفوريميد :2018

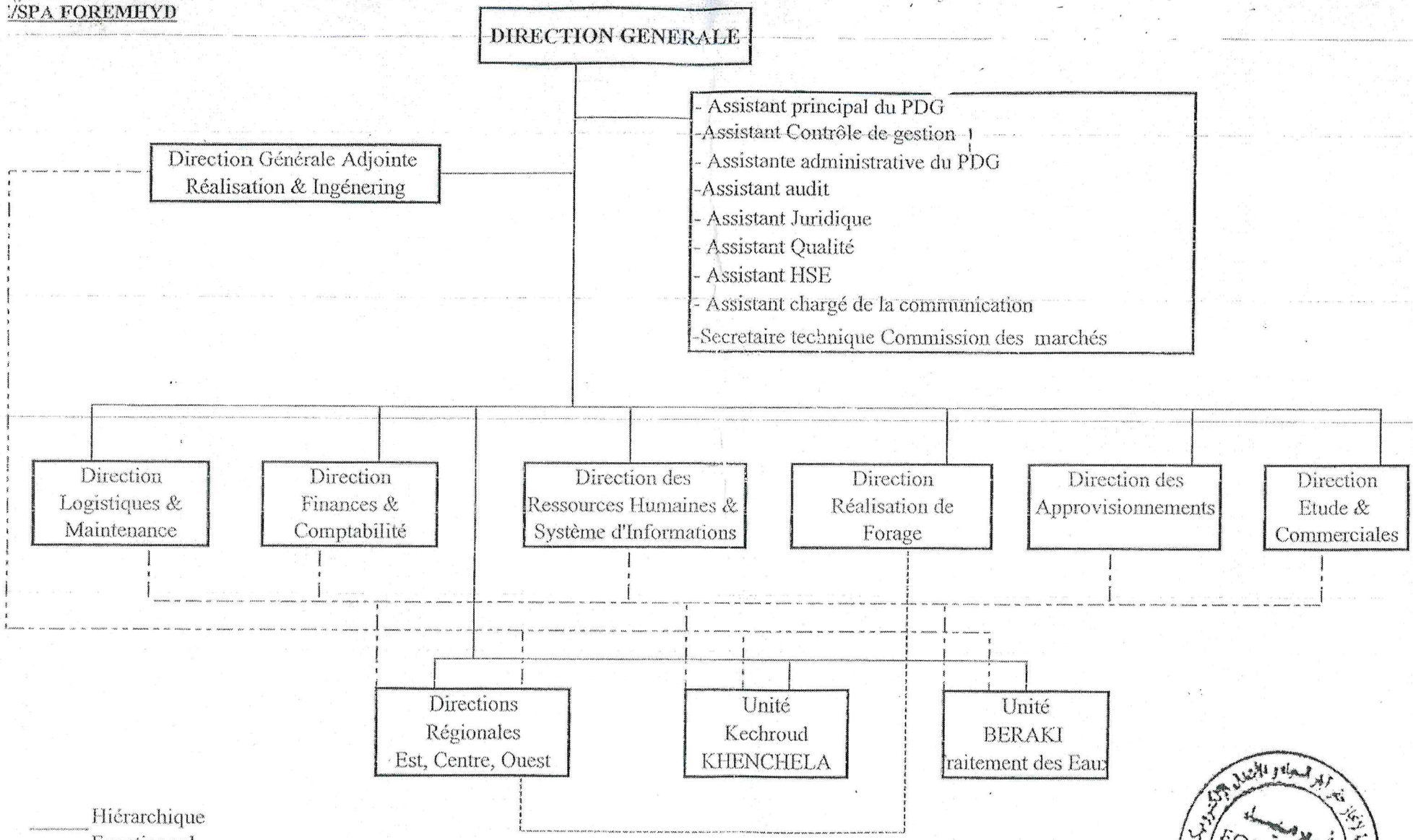
ج- المشاريع المنجزة على مستوى الولاية :

- مؤسسة اعادة التربية بابار
- دار الثقافة خنشلة
- قباضة الضرائب خنشلة
- تهيئة اقامة الوالي (حمام الصالحين)
- اعادة بناء قسم الحالة المدنية بلدية خنشلة
- مقر الولاية الجديد
- محافظة الغابات خنشلة
- المراكز الجامعية الحامة
- الوكالة الجزائرية لتنمية السكن ADDL مشروع لوكالة قسنطينة
- محطة نقل المسافرين خنشلة
- محطة تصفية المياه طريق بغاي خنشلة
- محطة لتصفية المياه قايس STEP
- محطة لتصفية المياه المحمل STEP
- تهيئة ساحة الشهيد عباس لغرور خنشلة
- انجاز محكمة خنشلة

-د- المشاريع قيد الانجاز:

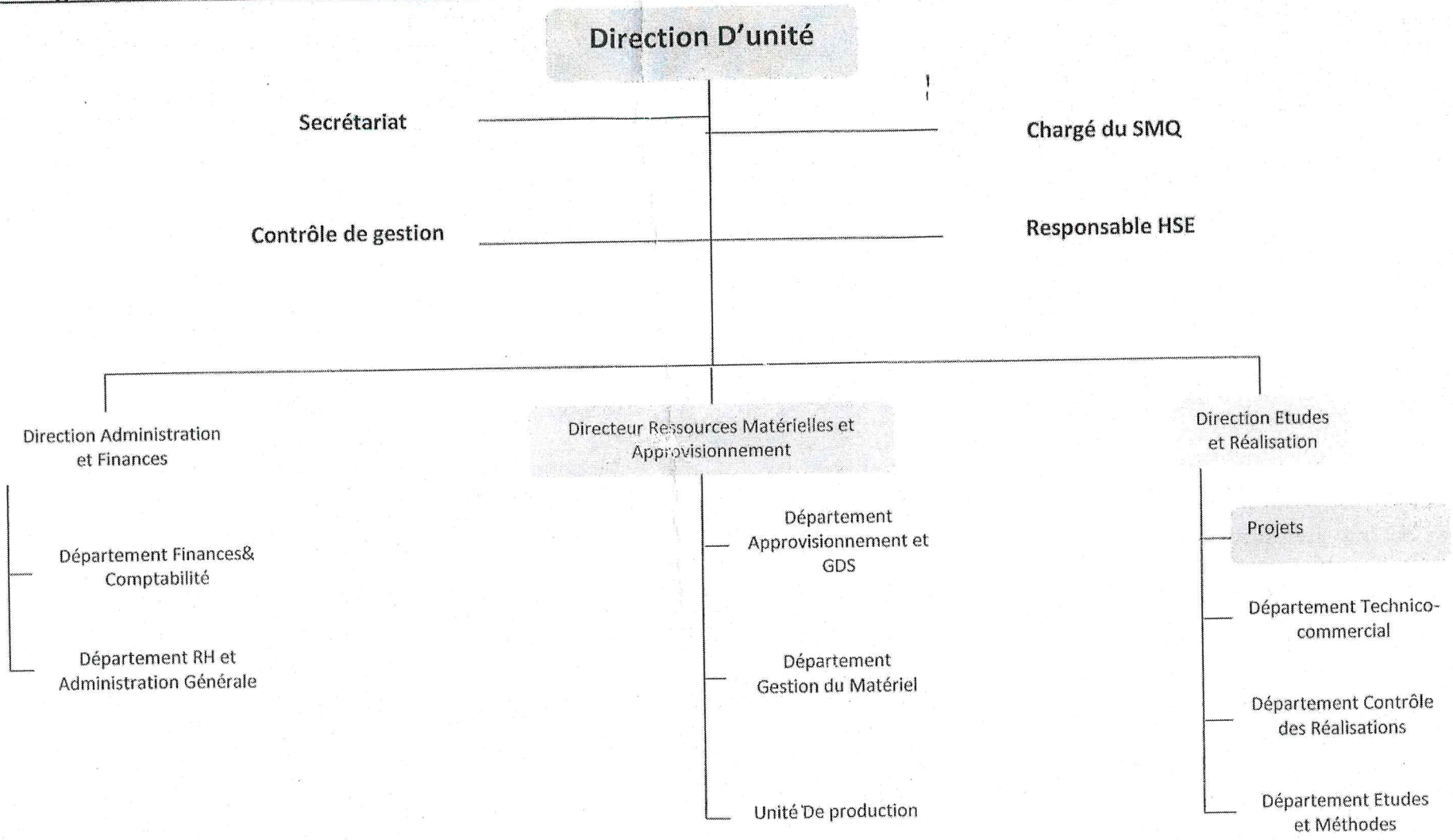
- انجاز القطب الجامعي 6000 مقعد- خنشلة
- انجاز مقرالاستعجاليات الطبية والجراحية خنشلة
- محطة لتصفية المياه أوركيسSTEP-أم البواقي

RHYD
/SPA FOREMHYD



FOREMHYD

11.Organigramme de l'unité KECHROUD KHENCHLA :



```
Warning # 849 in column 23.  Text: fr_DZ
The LOCALE subcommand of the SET command has an invalid parameter.  It could
not be mapped to a valid backend locale.

Votre période d'utilisation temporaire de IBM SPSS Statistics va expirer dans
4246 jours.

GET
  FILE='C:\Users\yazid\Desktop\spss\anjem - Copie.sav'.
DATASET NAME Jeu_de_données1 WINDOW=FRONT.
RELIABILITY
  /VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11 qst12 qst13
qst14 qst15 qst16
    qst17 qst18
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Fiabilité

Remarques

Sortie obtenue		16-MAY-2024 01:52:46
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem - Copie.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	30
	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.

Syntaxe		RELIABILITY /VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11 qst12 qst13 qst14 qst15 qst16 qst17 qst18 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,00

[Jeu_de_données1] C:\Users\yazid\Desktop\spss\anjem - Copie.sav

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	30	100,0
	Exclue[a]	0	,0
	Total	30	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,819	18

```
RELIABILITY
  /VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11 qst12
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Fiabilité

Remarques

Sortie obtenue		16-MAY-2024 01:53:31
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem - Copie.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	30
	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.
Syntaxe		RELIABILITY /VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11 qst12 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.
Ressources	Temps de processeur	00:00:00,02
	Temps écoulé	00:00:00,00

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	30	100,0
	Exclue[a]	0	,0
	Total	30	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,741	12

```
RELIABILITY
  /VARIABLES=qst13 qst14 qst15 qst16 qst17 qst18
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

Fiabilité

Remarques

Sortie obtenue		16-MAY-2024 01:54:01
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem - Copie.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	30

	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.
Syntaxe		RELIABILITY /VARIABLES=qst13 qst14 qst15 qst16 qst17 qst18 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,00

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	30	100,0
	Exclue[a]	0	,0
	Total	30	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,762	6

```
CORRELATIONS
  /VARIABLES=s1 s2 s3 s s4 tot
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
```

Corrélations

Remarques

Sortie obtenue		16-MAY-2024 01:54:46
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem - Copie.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	30
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques associées à chaque paire de variables sont basées sur l'ensemble des observations contenant des données valides pour cette paire.
Syntaxe		CORRELATIONS /VARIABLES=s1 s2 s3 s s4 tot /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,00

Corrélations

		s1	s2	s3	s	s4
s1	Corrélation de Pearson	1	,499**	,338	,679**	,358
	Sig. (bilatérale)		,005	,068	,000	,052
	N	30	30	30	30	30
s2	Corrélation de Pearson	,499**	1	,605**	,891**	,483**
	Sig. (bilatérale)	,005		,000	,000	,007
	N	30	30	30	30	30
s3	Corrélation de Pearson	,338	,605**	1	,841**	,533**
	Sig. (bilatérale)	,068	,000		,000	,002
	N	30	30	30	30	30
s	Corrélation de Pearson	,679**	,891**	,841**	1	,574**
	Sig. (bilatérale)	,000	,000	,000		,001
	N	30	30	30	30	30
s4	Corrélation de Pearson	,358	,483**	,533**	,574**	1
	Sig. (bilatérale)	,052	,007	,002	,001	
	N	30	30	30	30	30
tot	Corrélation de Pearson	,586**	,777**	,776**	,890**	,884**
	Sig. (bilatérale)	,001	,000	,000	,000	,000
	N	30	30	30	30	30

Corrélations

		tot
s1	Corrélation de Pearson	,586**
	Sig. (bilatérale)	,001
	N	30
s2	Corrélation de Pearson	,777**
	Sig. (bilatérale)	,000
	N	30
s3	Corrélation de Pearson	,776**
	Sig. (bilatérale)	,000
	N	30
s	Corrélation de Pearson	,890**
	Sig. (bilatérale)	,000
	N	30
s4	Corrélation de Pearson	,884**
	Sig. (bilatérale)	,000
	N	30
tot	Corrélation de Pearson	1
	Sig. (bilatérale)	
	N	30

**. La corrélation est significative au niveau 0.01 (bilatéral).

```
Warning # 849 in column 23.  Text: fr_DZ
The LOCALE subcommand of the SET command has an invalid parameter.  It could
not be mapped to a valid backend locale.

Votre période d'utilisation temporaire de IBM SPSS Statistics va expirer dans
4246 jours.

GET
  FILE='C:\Users\yazid\Desktop\spss\anjem.sav'.
DATASET NAME Jeu_de_données1 WINDOW=FRONT.
FREQUENCIES VARIABLES= الجنس السن المؤهل_العلمي المركز_الوظيفي
الاقدمية_في_المؤسسة
  /ORDER=ANALYSIS.
```

Fréquences

Remarques

Sortie obtenue		16-MAY-2024 01:57:21
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur toutes les observations comportant des données valides.
Syntaxe		FREQUENCIES VARIABLES= الجنس السن المؤهل_العلمي المركز_الوظيفي الاقدمية_في_المؤسسة /ORDER=ANALYSIS.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,00

[Jeu_de_données1] C:\Users\yazid\Desktop\spss\anjem.sav

Statistiques

		الجنس	السن	المؤهل_العلمي	المركز_الوظيفي	الاقدمية_في_المؤسسة
N	Valide	50	50	50	50	50
	Manquant	0	0	0	0	0

Table de fréquences

الجنس

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	ذكر	32	64,0	64,0	64,0
	انثى	18	36,0	36,0	100,0
	Total	50	100,0	100,0	

السن

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	19-30	24	48,0	48,0	48,0
	31-45	19	38,0	38,0	86,0
	اكثر من 45	7	14,0	14,0	100,0
	Total	50	100,0	100,0	

المؤهل_العلمي

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	تقني سامي	12	24,0	24,0	24,0
	ليسانس	10	20,0	20,0	44,0
	ماستر	28	56,0	56,0	100,0
	Total	50	100,0	100,0	

المركز_الوظيفي

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	تقني	39	78,0	78,0	78,0
	اداري	11	22,0	22,0	100,0
	Total	50	100,0	100,0	

الاقدمية_في_المؤسسة

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	اقل من سنة	1	2,0	2,0	2,0
	سنة الى 5 سنوات	37	74,0	74,0	76,0
	5 سنوات الى 10	7	14,0	14,0	90,0
	اكثر من 10 سنوات	5	10,0	10,0	100,0
	Total	50	100,0	100,0	

```
DESCRIPTIVES VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11
```

```
qst12 qst13 qst14
    qst15 qst16 qst17 qst18 s1 s2 s3 s4 s tot
  /STATISTICS=MEAN STDDEV.
```

Descriptives

Remarques

Sortie obtenue		16-MAY-2024 01:58:14
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Toutes les données non manquantes sont utilisées.
Syntaxe		DESCRIPTIVES VARIABLES=qst1 qst2 qst3 qst4 qst5 qst6 qst7 qst8 qst9 qst10 qst11 qst12 qst13 qst14 qst15 qst16 qst17 qst18 s1 s2 s3 s4 s tot /STATISTICS=MEAN STDDEV.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,00

المحور الأول: واقع الموارد البشرية في المؤسسة

المحور الثاني: تنمية المؤسسات الصغيرة و المتوسطة

Statistiques descriptives

	N	Moyenne	Ecart type
qst1	50	4,2800	,85809
qst2	50	4,0000	,90351
qst3	50	4,1000	,78895

qst4	50	4,0000	,78246
qst5	50	3,7000	1,05463
qst6	50	3,7600	1,04119
qst7	50	3,8000	,94761
qst8	50	3,9800	,91451
qst9	50	4,0000	1,04978
qst10	50	4,2200	,93219
qst11	50	4,1600	,91160
qst12	50	3,6800	1,18563
qst13	50	4,0400	,75485
qst14	50	4,3200	,81916
qst15	50	4,2200	,97499
qst16	50	4,1200	1,02300
qst17	50	4,0400	1,00934
qst18	50	3,8400	,84177
s1	50	4,0950	,57563
s2	50	3,8100	,62385
s3	50	4,0150	,75493
s4	50	4,0967	,72538
s	50	3,9733	,54462
tot	50	4,0350	,59603
N valide (liste)	50		

```
CORRELATIONS
  /VARIABLES=s1 s2 s3 s4 s tot
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
```

Corrélations

Remarques

Sortie obtenue		16-MAY-2024 02:01:41
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>

	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques associées à chaque paire de variables sont basées sur l'ensemble des observations contenant des données valides pour cette paire.
Syntaxe		CORRELATIONS /VARIABLES=s1 s2 s3 s4 s tot /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,01

Corrélations

		s1	s2	s3	s4	s
s1	Corrélation de Pearson	1	,549**	,428**	,523**	,760**
	Sig. (bilatérale)		,000	,002	,000	,000
	N	50	50	50	50	50
s2	Corrélation de Pearson	,549**	1	,651**	,675**	,876**
	Sig. (bilatérale)	,000		,000	,000	,000
	N	50	50	50	50	50
s3	Corrélation de Pearson	,428**	,651**	1	,682**	,861**
	Sig. (bilatérale)	,002	,000		,000	,000
	N	50	50	50	50	50
s4	Corrélation de Pearson	,523**	,675**	,682**	1	,757**
	Sig. (bilatérale)	,000	,000	,000		,000
	N	50	50	50	50	50
s	Corrélation de Pearson	,760**	,876**	,861**	,757**	1
	Sig. (bilatérale)	,000	,000	,000	,000	
	N	50	50	50	50	50
tot	Corrélation de Pearson	,665**	,811**	,809**	,954**	,918**

	Sig. (bilatérale)	,000	,000	,000	,000	,000
	N	50	50	50	50	50

Corrélations

		tot
s1	Corrélation de Pearson	,665**
	Sig. (bilatérale)	,000
	N	50
s2	Corrélation de Pearson	,811**
	Sig. (bilatérale)	,000
	N	50
s3	Corrélation de Pearson	,809**
	Sig. (bilatérale)	,000
	N	50
s4	Corrélation de Pearson	,954**
	Sig. (bilatérale)	,000
	N	50
s	Corrélation de Pearson	,918**
	Sig. (bilatérale)	,000
	N	50
tot	Corrélation de Pearson	1
	Sig. (bilatérale)	
	N	50

**. La corrélation est significative au niveau 0.01 (bilatéral).

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT s4
  /METHOD=ENTER s.
```

Régression

Remarques

Sortie obtenue	16-MAY-2024 02:02:10
Commentaires	

Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
Syntaxe		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT s4 /METHOD=ENTER s.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,01
	Mémoire requise	3488 octets
	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées[a]

Modèle	Variables introduites	Variables éliminées	Méthode
1	s[b]	.	Introduire

a. Variable dépendante : s4

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,757[a]	,573	,564	,47876

a. Prédicteurs : (Constante), s

ANOVA[a]

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	14,780	1	14,780	64,483	,000[b]
	de Student	11,002	48	,229		
	Total	25,783	49			

a. Variable dépendante : s4

b. Prédicteurs : (Constante), s

Coefficients[a]

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	,090	,504		,178	,859
	s	1,008	,126	,757	8,030	,000

a. Variable dépendante : s4

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT s4
  /METHOD=ENTER s1.
```

Régression

Remarques

Sortie obtenue		16-MAY-2024 02:02:30
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
Syntaxe		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT s4 /METHOD=ENTER s1.
Ressources	Temps de processeur	00:00:00,02
	Temps écoulé	00:00:00,01
	Mémoire requise	3488 octets
	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées[a]

Modèle	Variables introduites	Variables éliminées	Méthode

1	s1[b]		.	Introduire

a. Variable dépendante : s4

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,523[a]	,274	,259	,62452

a. Prédicteurs : (Constante), s1

ANOVA[a]

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	7,061	1	7,061	18,105	,000[b]
	de Student	18,721	48	,390		
	Total	25,783	49			

a. Variable dépendante : s4

b. Prédicteurs : (Constante), s1

Coefficients[a]

Modèle		Coefficients non standardisés		Coefficients standardisés		
		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	1,396	,641		2,179	,034
	s1	,659	,155	,523	4,255	,000

a. Variable dépendante : s4

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT s4
  /METHOD=ENTER s2.
```

Régression

Remarques

Sortie obtenue		16-MAY-2024 02:06:18
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
Syntaxe		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT s4 /METHOD=ENTER s2.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,01
	Mémoire requise	3488 octets
	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées[a]

Modèle	Variables introduites	Variables éliminées	Méthode
1	s2[b]	.	Introduire

a. Variable dépendante : s4

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,675[a]	,455	,444	,54097

a. Prédicteurs : (Constante), s2

ANOVA[a]

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	11,736	1	11,736	40,102	,000[b]
	de Student	14,047	48	,293		
	Total	25,783	49			

a. Variable dépendante : s4

b. Prédicteurs : (Constante), s2

Coefficients[a]

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	1,108	,478		2,317	,025
	s2	,784	,124	,675	6,333	,000

a. Variable dépendante : s4

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
```

```
  /DEPENDENT s4
  /METHOD=ENTER s3.
```

Régression

Remarques

Sortie obtenue		16-MAY-2024 02:06:39
Commentaires		
Entrée	Données	C:\Users\yazid\Desktop\spss\anjem.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	50
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
Syntaxe		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT s4 /METHOD=ENTER s3.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,01
	Mémoire requise	3488 octets

	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées[a]

Modèle	Variables introduites	Variables éliminées	Méthode
1	s3[b]	.	Introduire

a. Variable dépendante : s4

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,682[a]	,465	,454	,53595

a. Prédicteurs : (Constante), s3

ANOVA[a]

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	11,995	1	11,995	41,760	,000[b]
	de Student	13,788	48	,287		
	Total	25,783	49			

a. Variable dépendante : s4

b. Prédicteurs : (Constante), s3

Coefficients[a]

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	1,465	,414		3,538	,001
	s3	,655	,101	,682	6,462	,000

a. Variable dépendante : s4

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي و البحث العلمي
République Algérienne Démocratique et Populaire
Ministère de l'enseignement Supérieur et De la Recherche Scientifique
Université Abbes Laghrour –Khanchela
جامعة عباس لغرور خنشلة
Faculté des sciences économiques, commerciales et des sciences gestion
كلية العلوم الإقتصادية والتجارية وعلوم التسيير

الرقم: 07 / ك ع إ ت ع ت/ ن ع ل ب ت ب ع ع خ/2024 خنشلة في :

إلى السيد: مدير مؤسسة فوريميد – وحدة كشرود- حنشلة

تسهـــــــيل مهـــــــمة

-سعيا لإستكمال البرنامج الدراسي ، المقرر للحصول على شهادة ماستر نظام ل م د في علوم التسيير والعلوم التجارية ، ومن أجل تجسيد المفاهيم النظرية للطلبة . يشرفنا أن أطلب من سيادتكم مساعدة وتسهيل المهمة للطالب:

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تاريـــــــخ المـــيـــلاد: 2000-11-16 // 2000-07-23 مكـــان المـــيلاد:خنشلة / خنشلة

رقم التســـجـــيـــل: 34059528 / 34051619 الشعبة : تسيير عمومي

عنوان المذكرة : the rôle of human resources in devloping small and meduim entrprises

*وذلك من أجل إجراء تربص تطبيقي لدى مؤسستكم .

رئيس القسم

شيبان سمير
رئيس قسم العلوم التجارية وعلوم التسيير
لكلية العلوم الإقتصادية، التجارية وعلوم التسيير

المؤسسة العمومية الإقتصادية فوريميد
وحدة كشرود - خنشلة
رئيس دائرة الادارة العامة
حالمي أحمد الفاتح

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي و البحث العلمي
République Algérienne Démocratique et Populaire
Ministère de l'enseignement Supérieur et De la Recherche Scientifique

Université Abbes Laghrour –Khanchela جامعة عباس لغرور خنشلة
Faculté des sciences économiques, commerciales et des sciences gestion كلية العلوم الإقتصادية والتجارية وعلوم التسيير
Vice décanat chargé de la post graduation نيابة العمادة للدراسات مابعد التدرج والبحث العلمي والعلاقات الخارجية
De la recherche scientifique et de relations extérieures

الرقم: 07 / ك ع إ ت ع ت/ ن ع ل ب ت ب ع ع خ/2024

استمارة تقييم المتربص(ة)

الاســـــــــــم : أحلام / أمال — اللـــــقـــب : لعصيص /شرقي

تاريـــــــخ المـــيـــلاد: 2000-11-16 // 2000-07-23 — مكـــان المـــيلاد: خنشلة / خنشلة

رقم التســـجـــيـــل: 34059528 / 34051619 — التـــــخـــــصص: تسيير عمومي

عنوان المذكرة: the rôle of human resources in devloping small and meduim entrprises

مكان التربص : مؤسسة فوريميد – وحدة كشرود- خنشلة — فترة التربص من : 2024-05-09 الى 04-08

عناصر المواظبة	العلامة	ملاحظة
المواظبة	04/...04.....	
المبادرة	04/...04.....	
المعارف التطبيقية	04/...03.....	
قدرة العمل	04/...03.....	
العلاقة مع العمال	04/...04.....	
العلامة النهائية	20/...19.....	

ملاحظات أخرى: .....

ممثل المؤسسة

رئيس القسم

رئيس قسم العلوم الاقتصادية والتجارية وعلوم التسيير