

Training And Human Resources Development Within The Third Sector System: Irshed And Islah Algerian Association As A Model

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Abstract:

This study aims to explore the role of training as a mechanism for developing human resources in third-sector organizations, where training is considered a key element for improving the quality of organized work. The study relied on a descriptive-analytical approach, which provides an accurate understanding of the reality of training and its effects on human resource development. The study focused on the variables of effectiveness, efficiency, and creativity. A field study was conducted by distributing 351 questionnaires to a sample of members of the IRSHED and ISLAH Algerian Association. The data were analyzed using IBM SPSS 27 software. The results revealed a strong relationship between training and human resource development in the IRSHED and ISLAH Algerian Association. The data analysis showed that training significantly contributes to improving the effectiveness of the association's members, as it provides IRSHED and ISLAH Algerian Association them with the tools and skills necessary to perform their tasks more efficiently. It also revealed that training contributes to enhancing the creative spirit in executing the association's projects. The study concluded that the IRSHED and ISLAH Algerian Association places great importance on investing in the training of its members as a core area of its developmental strategy, which has ensured its continued existence and contribution for over 35 years. The study recommends that third-sector organizations should develop comprehensive training programs tailored to their actual needs. It also emphasizes the need for regular monitoring to assess the impact of training and ensure the application of acquired skills in the workplace to improve human resource performance, achieve organizational goals, and contribute to community development.

Keywords: Training, Human Resource Development, Third Sector, Effectiveness, Efficiency, Creativity.

Introduction:

Contemporary organizations are striving to enhance their performance and elevate it to ensure their survival and achieve the objectives for which they were created. This is part of their attempt to keep up with the rapid changes and transformations occurring globally, notably the fierce competition. Modern organizations are now focused on achieving a competitive advantage that allows them to continue their work.

Achieving excellence primarily depends on the qualitative provision of human resources, which ensures that activities are carried out in the best way and at the lowest cost. Given that human resources are considered the most important asset contributing to the success

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of any organization, they have been given paramount importance, prompting all organizations to focus on their development to perform their roles efficiently and effectively.

Recently, voluntary organizations in Algeria have experienced significant dynamism and activity due to the diversity of their activities and multiple areas of specialization. These organizations seek to adopt new methods, techniques, and creative visions in their community work.

In light of this new dynamism in the associative work, it has become necessary to consider qualifying the capabilities of these associations and improving their performance so that they can meet the expectations of donors on the one hand, and accompany both the public and private sectors in addressing the country's development challenges across various fields on the other.

As such, associations have started to build developmental projects aimed locally and nationally, within developmental plans and strategies, using a range of mechanisms and tools to ensure the success and sustainability of these projects.

Given the numerous challenges faced by Algerian associations, such as limited material and financial resources, difficulties in attracting new members, organizational issues, democratic management skills, and the lack of professional skills, it has become essential to develop and enhance the capabilities of their members and leaders. This is to keep up with changes and respond to the demands of the outside world.

Today, associations bear new duties and responsibilities, namely the development and enhancement of their human resources by assisting them in improving their performance. This, in turn, contributes to the overall development of the association's performance, making training one of the key steps in the process of human resource development, through the creation of elite members and leaders.

1. **Problem Statement**

Based on the above, we raise the following problem: Does training play a role in human resource development at the IRSHED and ISLAH Algerian Association? To clarify this problem further, we will try to answer the following sub-questions:

- Does training contribute to enhancing the effectiveness of human resources at the IRSHED and ISLAH Algerian Association?
- Does training play a role in developing the efficiency of human resources at the association?
- Does training foster creativity in the human resources at the association?

2. **Study Hypotheses**

Main Hypothesis:

Training contributes to the development of human resources at the IRSHED and ISLAH Algerian Association.

Sub-hypotheses :

- Training contributes to enhancing the effectiveness of the members and affiliates of the IRSHED and ISLAH Algerian Association.
- Training contributes to improving the efficiency of the members and affiliates of the IRSHED and ISLAH Algerian Association.
- Training fosters creativity among the members and affiliates of the IRSHED and ISLAH Algerian Association.

3. **Study Objectives**

This study aims to achieve the following objectives:

- Highlight the role of training in human resource development in third-sector organizations.
- Shed light on the reality of training at the IRSHED and ISLAH Algerian Association.
- Support scientific research and enrich the national library with more specialized studies and research on human resource development in third-sector institutions.

4. Research Methodology

This study adopted a descriptive-analytical methodology, which involves describing the phenomenon as it is in the field, in addition to defining, analyzing, and identifying the key concepts of the research. This was done through data collection and analysis of the results of the field study obtained by distributing a questionnaire to a sample of members and affiliates of the IRSHED and ISLAH Algerian Association.

5. Study Limitations

This study has several limitations, including:

Spatial Limitations: The study was conducted at the national headquarters of the IRSHED and ISLAH Algerian Association, located in Sidi Mbarek, Bir Khadem, Algiers. The field study sample included volunteers and full-time staff of the IRSHED and ISLAH Algerian Association from various provinces of the country, using an electronic survey.

Time Limitations: The study was conducted during the period between July 20 and November 30, 2024.

6. Study Concepts

6.1 Concept of Training

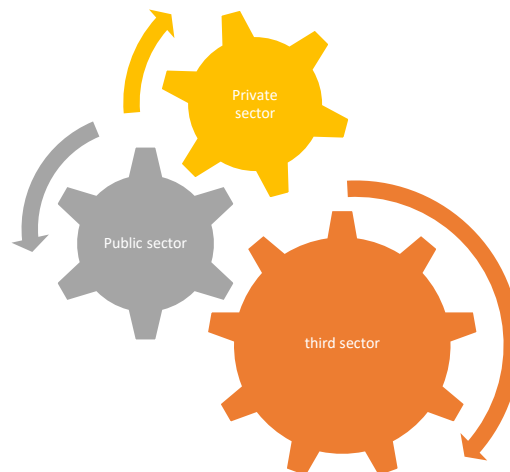
Training has become a necessity for all organizations to improve performance efficiency and effectiveness. It also plays a crucial role in enhancing social mobility and well-being (Alias, Ong, Rahim, & Hassan, 2019). There are many definitions of the concept of training, but they all generally aim to define training as a process of improving an individual's performance, building their capabilities, and developing their skills and behaviors to positively impact their task performance in accordance with what is required of them (Alaa Boukmech, 2012, p. 84). We can define training as a set of organized activities aimed at improving professional knowledge and abilities, always considering their potential application in work. Training is the organized and continuous activity that bridges the performance gap between actual and desired outcomes. It is the process that provides employees with the cognitive and technical capabilities, as well as the attitudes they need to improve their productivity levels. Training is a specific activity designed to acquire and enhance knowledge and skills for performing a particular job. It is a planned and organized effort to provide the human resources within an organization with certain knowledge, enhance their skills, abilities, and change their behaviors and attitudes in a positive, constructive manner, which could reflect in improved performance within the organization. This concept is further clarified by the following definition, which views training as: "Training is a planned and ongoing process to reduce the gap between actual performance of employees and the duties and responsibilities required of them, by providing them with knowledge, skills, information, and behaviors they lack or need, thus leading to improved performance and the overall performance of the organization" (Attallah Muhammad Taysir Al-Shar'a, 2014, p. 22). From the above, it can be concluded that training is a continuous system and activity aimed at developing the human element by providing them with the necessary information, knowledge, experiences, skills, convictions, and attitudes required to carry out a specific job, with the goal of increasing

their productivity and that of the organization they work for with the utmost quality, speed, and efficiency.

6.2 Concept of Development

The concepts of development vary according to its economic, political, social, cultural, and ideological directions. It is a complex and comprehensive process that involves a series of continuous actions and processes aimed at improving society and moving it to a better state by utilizing the various resources available within the community and directing their use in the best way to meet its needs. Development is not just a term that describes transformation, but a complex and diverse process that aims to improve the living conditions of the local community in all aspects. This process includes improving infrastructure, enhancing health and education, and strengthening the economic and social status of communities. Development is also a strategic and sustainable process aimed at improving the economic and social conditions of communities, and it requires effective communication between government officials and civil society to ensure continuous progress in various fields and achieve the desired developmental goals (Azeddine Ben Naija, 2024, p. 414). Development can also be defined as purposeful social planning aimed at bringing about changes in individual, collective, and organizational social systems in terms of knowledge, experience, performance, work methods, as well as attitudes and behaviors, which enables both individuals and groups to perform their roles with high efficiency and effectiveness. Achieving development in contemporary societies requires more integration and coordination between the three corners of the development triangle, consisting of the public sector, the private sector, and the third sector. Development cannot occur in just one sector alone; rather, all three sectors must work together to achieve community development.

Figure 01: Sectors contributing to the development process.



Source: Prepared by the Researchers

6-3 The Third Sector: It is a key sector involved in the development process and complements both the public and private sectors. It is also referred to as the charitable sector, civil society sector, volunteer institutions, grant-giving or non-profit sector, and non-governmental organizations (NGOs). It includes all activities that do not belong to either the public or private sectors.

According to the Cambridge Dictionary, it is defined as "a part of the economy consisting of charitable organizations" (Cambridge Dictionary, n.d.).

While the Oxford Dictionary defines it as "the part of the economy or society that includes organizations or associations that are non-profit and non-governmental, including charities, volunteer work associations, organizations that serve specific groups, cooperatives, and so on" (Oxford Dictionary, n.d.).

The Larousse French Dictionary defines it as "a group of economic activities that, intersecting with the public and private sectors, develop according to the logic of social economy, which includes charitable associations, cooperative institutions, and solidarity institutions" (Larousse Dictionary, n.d.).

From these definitions, we conclude that the third sector is a group of organizations that do not belong to either the public or private sectors. It includes volunteer and community organizations such as charities, environmental organizations, civil society organizations, cooperatives, trade unions, and endowment institutions that are not profit-driven—though profit does not necessarily mean free—it aims to achieve a social impact.

6-4 The Concept of Human Resource Development: The concepts of human resource development (HRD) are diverse and vary based on the angle of approach. There is HRD in the economic, social, administrative, cultural, and investment aspects.

In general, human resource development is the organized activity aimed at developing human resources to achieve the goals of an organization. We will focus on the concept of HRD in the charitable and voluntary context.

The Saudi National Bank for Development defines it as "an organized and studied process through which the skills of new employees are refined to match their new jobs in the labor market. It is also the development of the capabilities of the organization's employees and a studied discovery of their talents and skills to increase productivity, enhance the institution they belong to, and improve its performance" (Saudi National Bank for Development, n.d.). It is a strategic process, carefully planned, that aligns with current or future needs and requirements, with the human being being both the goal and the means to achieve it (Murtada bin Jumaa Al-Khait, 2019, p. 6).

Human resource development in the charitable sector is operationally defined as a strategically planned process aimed at developing the knowledge and skills of individuals and modifying their behaviors in line with the community's values and culture, to achieve the intended change and address social issues. This process is concerned with preparing and qualifying individuals correctly; it is responsible for enhancing the efficiency, effectiveness, and creativity of human resources by directing and coordinating human effort towards achieving sustainable social and humanitarian goals.

6-5 Efficiency and Effectiveness: The concepts of efficiency and effectiveness are fundamental in organizational management, with various definitions addressing these terms. The Quran mentions these concepts in the verse: "One of them said, 'O my father, hire him. Indeed, the best one you can hire is the strong, the trustworthy'" (Surah Al-Qasas, 26). In contemporary organizations, these two traits are referred to as efficiency and effectiveness. Effectiveness is the ability to achieve objectives, while efficiency refers to the ability to manage resources wisely while achieving those objectives (Abd al-Munim Dahman, 2010, p. 166).

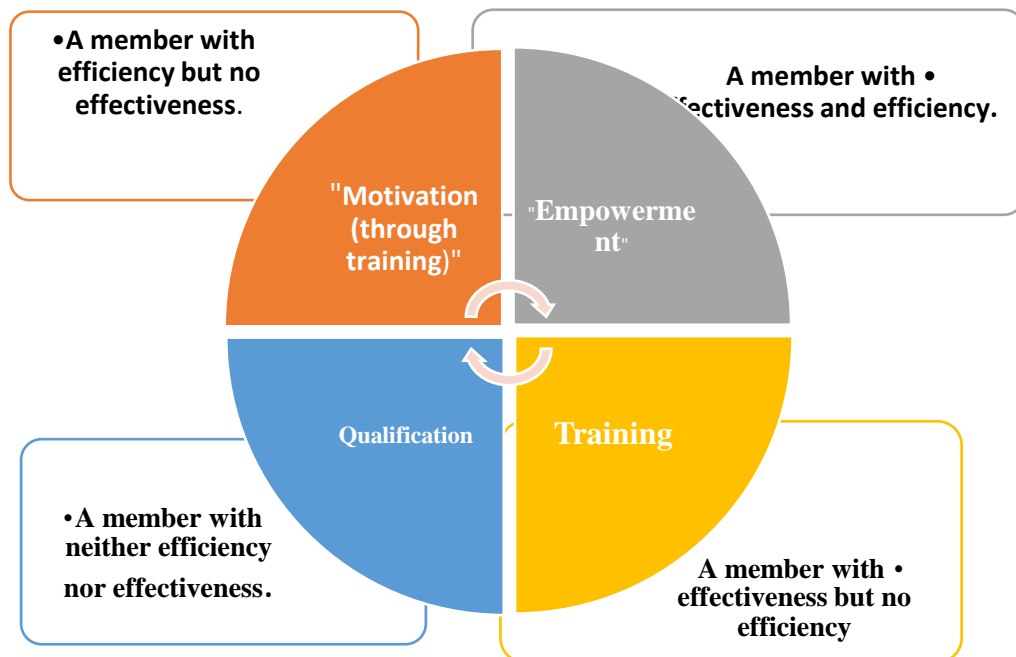
Efficiency: This is the ability to perform tasks and functions correctly and excellently, using the least amount of resources (effort, money, time) to achieve the best results. It is a combination of knowledge, skills, and abilities that individuals or groups possess, enabling them to accomplish tasks effectively and successfully.

Effectiveness: This is the ability to achieve the correct goals and results, regardless of the resources or effort expended. Effectiveness focuses on whether the final goal or desired outcome is achieved, and it is measured by the extent to which the results meet the required standards or achieve the planned objectives.

In contrast to efficiency, which concerns reducing resource usage and achieving objectives with minimal effort, effectiveness is about achieving the goal itself, regardless of the resources or effort used.

The IRSHED and ISLAH Algerian Association bets on the capabilities of its human resources to achieve its strategic goals. It aims to enhance the ability of its members to perform the tasks assigned to them, starting from the recruitment of competencies and continuing to training them to execute these tasks efficiently, effectively, and creatively. The association relies on the indicators of efficiency and effectiveness in managing and directing these resources. It addresses the problem of low efficiency through training and low effectiveness through motivation, which is usually also in the form of training.

Figure No. (02): Training Strategy at the IRSHED and ISLAH Algerian Association.



Source: Prepared by the researchers

6-6 Concept of Creativity Development: Creativity is the activity that leads to the generation of new and unique ideas to address problems faced by individuals and organizations by adding value to their field of activity. Creativity involves creating new combinations, seeing new connections between existing elements, and forming images from these new combinations. According to Landry (2008), creativity requires the availability of resources and the ability to solve problems through critical thinking. Creativity is a mental framework that raises more questions than it critiques. (Helmut K. Einhaier, Diana Light, 2016, 67).

Creative individuals and organizations are willing to rewrite procedures and principles, then imagine future scenarios, conditions, inventions, applications, adaptations, and processes. They look for links between what seems like separate things, combining elements that are usually unimagined to solve a problem. More importantly, they are capable of seeing things in a holistic, integrated, and flexible way. (Landry, 2008, 13).

7. Previous Studies:

7-1 Study by Omar Hamza Zawaoui and Qasmiya Lhachem: The Impact of Training on Human Resource Development at the Metal Construction Company "CR-METAL." This study was published in the Journal of Economics, Management, and Trade Sciences

at the University of Algeria 3, Volume 22, Issue 1, July 2019. This study aimed to highlight the role of the training process in developing human resources through a field study of a sample of employees from one of the public economic institutions by surveying 250 employees using a questionnaire. The study concluded that there is a strong relationship between training and human resource development in the organization, as examined through the indicators of competence, performance, and career paths. The results indicated that training is one of the most important and effective means of ensuring human resource development in the organization.

7-2 Study by Mani' Sabrinah: The Impact of Human Resource Development Strategy on Individual Performance in Universities. A thesis submitted for a PhD in Management Sciences at Mohamed Khider University – Biskra, Faculty of Economic, Commercial, and Management Sciences, 2015. This study aimed to identify the key strategies contributing to human resource development in Algerian universities through a field survey of 524 employees, including both staff and faculty members, distributed across three national universities, using a questionnaire to collect data. The study concluded that training, organizational education, organizational and administrative development, as well as creativity, are among the most important strategies adopted by Algerian universities in human resource development. However, these strategies faced several obstacles that reduced their effectiveness, including:

- The absence of performance evaluations for workers after training.
- The university's lack of interest in the evaluation process and the absence of feedback, which could help close the performance gap, as well as the neglect of motivation processes, which had a negative impact on human resource development at the university.

7-3 Study by Omar Huitah: The Role of Civil Society Organizations in the Development of Human Resources in the Arab World: A Study of the Experiences of the "Iqra" Literacy Association in Algeria and the "Al-Saeed for Science and Culture" Foundation in Yemen. This study was published in the Journal of Economic Integration at Ahmed Draia University, Adrar, Algeria, Volume 2, Issue 2, September 2014. This study aimed to highlight the impact of some Arab civil society organizations on human resource development through their contribution to spreading and developing developmental awareness in society and participating in achieving national development. The study also sought to highlight the role of civil society associations in developing human resources, providing training for various members of society to achieve community welfare. The study concluded that there is a dialectical relationship between the success of development and the various activities of these associations. Development originates from the individual who plans, executes, and then benefits from it in all fields. Development is no longer confined to the economic aspect; it has become comprehensive, involving all aspects of life. Therefore, civil society organizations must move beyond economic activities and focus on achieving educational and cultural goals.

Comments on the Previous Studies: From the previous studies on human resource development, the following observations can be made:

- The previous studies share a focus on the variable of training and its relationship with human resource development in organizations.
- The previous studies presented are inspired by several Arab countries, including Saudi Arabia and Iraq, which helps the researcher benefit from them in this study of the Algerian context.
- The previous studies used a questionnaire tool to analyze the relationship between the variables of training and human resource development, which is the same tool used in this study.

- The previous studies relied on a general analysis of the relationship between training and human resource development, but this study will focus on a new topic: the role of training in enhancing effectiveness, efficiency, and creativity in third-sector organizations as a key pillar in achieving comprehensive national development.
- These studies have contributed to the theoretical and conceptual foundation of our study and have played a significant role in formulating the study's hypotheses and determining the tools for testing them in the field.

8. Field Study:

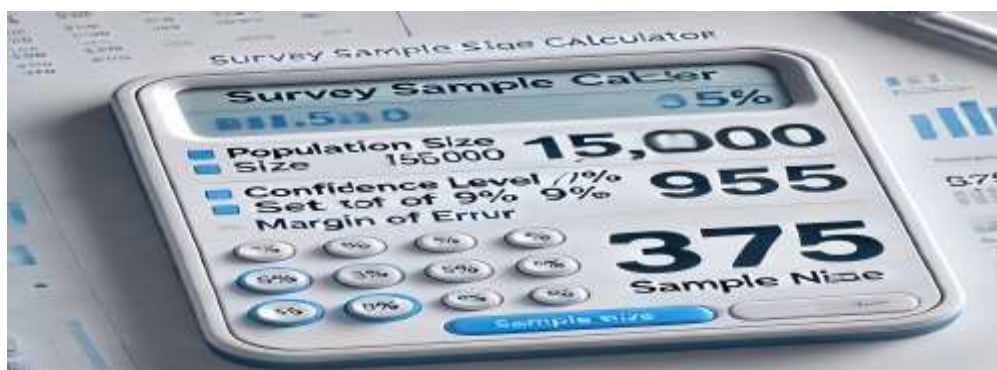
8-1 Introduction to the IRSHED and ISLAH Algerian Association: The IRSHED and ISLAH Association is an Algerian organization founded in the same year as the 1989 Constitution. It is one of the most prominent social, educational, and cultural associations in Algeria, focusing on promoting Islamic values and raising cultural and religious awareness. The association aims to reform society through various programs that include education, training, relief work, charity, as well as cultural, educational, and awareness-raising activities. It played a significant role in the national reconciliation process in 1994. The association has played an important role in guiding members of Algerian society towards Islamic and ethical values, promoting social solidarity, and contributing to community welfare. It deals with various age groups, with a particular focus on youth and women, guiding and educating them in many areas through its various bodies. It is present in 58 provinces and 7 delegated provinces, working according to a strategic plan with a clear vision and mission, following a developmental path to elevate associative work to the level of leaders in Algeria.

8-2 Study Population and Sample:

The study population consists of all members of the IRSHED and ISLAH Algerian Association, including volunteers, employees, and honorary members, totaling 15,000 members as of November 30, 2024. Of these, 650 members are officially listed in the national and local records, while over 14,350 members include youth, students, businessmen, and honorary members.

Therefore, the study sample size was estimated at 375 members, with a 95% confidence level, based on the sampling method shown in the following figure:

Figure 03: Determining the Sample Size Using the Sample Size Calculator.



Source : <https://www.iotform.com/ar/sample-size-calculator>

9. Presentation and Analysis of the Field Study Data:

We distributed 375 electronic questionnaires to the members of the IRSHED and ISLAH Association across its various local offices and the national office. A total of 351 questionnaires were returned, representing 93.60%. These were collected and analyzed using IBM SPSS 27 and Excel-Stat programs. The responses were analyzed using the five-point Likert scale to determine the degree of agreement, according to the following table:

Table 01: Five-Point Likert Scale

Level	Weighted Mean	Response	Value
Low	1 to 1.79	Strongly Disagree	5
	1.8 to 2.59	Disagree	4
Neutral	2.6 to 3.39	Neutral	3
High	3.4 to 4.19	Agree	2
	4.2 to 5	Strongly Agree	1

Source: Prepared by the researchers using SPSS software

The questions in each section of the study were then ranked according to the Relative Importance Index (RII), as shown in the table below:

Table 02 : Relative Importance Index (RII) Scale

Importance Level	RII Value
High	$0.8 \leq RII \leq 1$
High-Medium	$0.6 \leq RII < 0.8$
Medium	$0.4 \leq RII < 0.6$
Medium-Low	$0.2 \leq RII < 0.4$
Low	$0 \leq RII < 0.2$

Source: Prepared by the researchers using SPSS software

9-1 Presentation and Analysis of the Demographic Data of the Sample:

A. Distribution of the Sample by Gender

Table 3: Distribution of the Sample by Gender

Gender	Percentage (%)	Frequency (N)
Male	77.20%	271
Female	22.80%	80
Total	100%	351

Source: Prepared by the researchers using SPSS software

From Table (3), it is observed that the majority of the survey participants are male, accounting for 77.2% of the sample, while females represent 22.8%. This distribution somewhat reflects the opportunities available to males within the association compared to females, in addition to the nature of volunteer work, which often requires reaching remote areas.

B. Distribution of the Sample by Age

Table 4: Distribution of the Sample by Age

Age Range	Percentage (%)	Frequency (N)
50 to 59 years	30.77%	108
40 to 49 years	23.65%	83
30 to 39 years	21.08%	74
19 to 29 years	13.68%	48
Over 60 years	10.26%	36
Under 18 years	0.57%	2
Total	100%	351

Source: Prepared by the researchers using SPSS software

Table (4) shows that the largest proportion of participants are in the age group 50 to 59 years, representing 30.8% of the sample, followed by the 40 to 49 age group with 23.6%. Younger age groups, such as those under 18 and between 19 to 29 years, represent less than 15% combined. This suggests that the association has a more mature membership in terms of life and work experience, indicating relative stability among members and a weak process of engagement, which can be interpreted as tasks in charitable and volunteer work requiring experience and skill.

C. Distribution of the Sample by Educational Level

Table 5: Distribution of the Sample by Educational Level

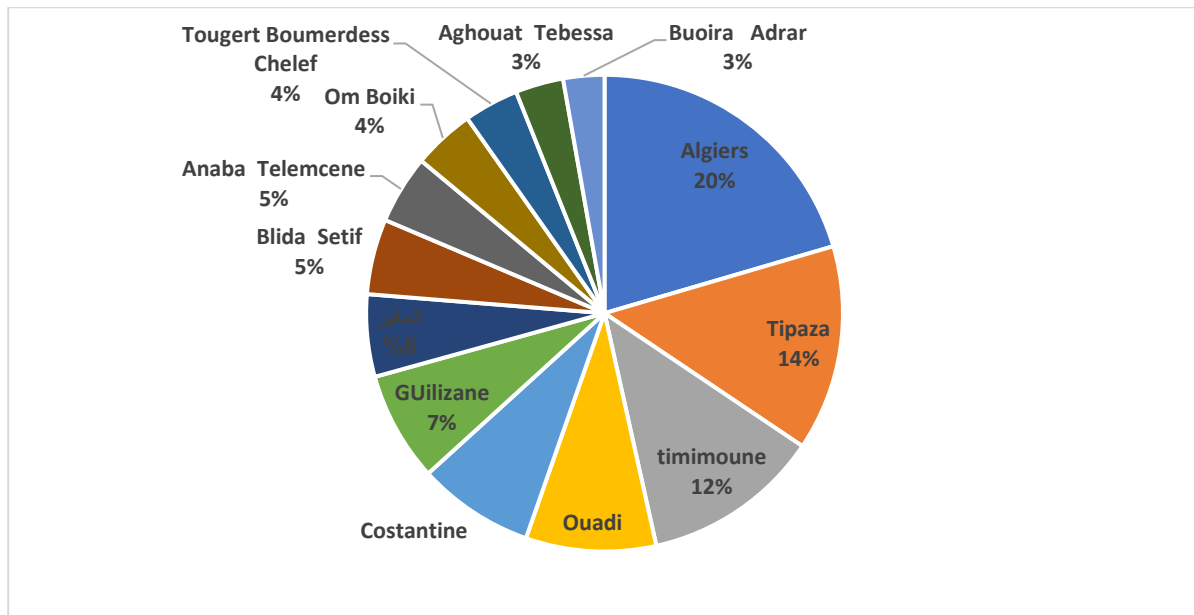
Educational Level	Percentage (%)	Frequency (N)
University	75.50%	265
Secondary	21.37%	75
Intermediate	3.13%	11
Total	100%	351

Source: Prepared by the researchers using SPSS software

In Table (5), we find that a large percentage of the participants hold university degrees, representing 75.5% of the sample, while 21.37% have completed secondary education. The remaining members have an intermediate education, which is a very small percentage at 3.13%. These results suggest that the association includes a high percentage of educated individuals and skilled personnel, which may contribute to improving the quality of voluntary work and the available skills within the association, as volunteer work generally attracts more educated members of society.

D. Distribution of the Sample by Province

Figure 4: Distribution of the Sample by Province



Source: Prepared by the researchers using SPSS

From Figure (4), we see that the largest percentage of participants is from Algiers, representing 20% of the sample, followed by Tipaza with 14%, then timimoune and Constantine at 12% and 8.5% respectively. This indicates that the largest concentration of participants in the survey comes from major urban areas and desert regions, which may reflect the association's activities being concentrated in these regions, or the ease with which the association can reach individuals in these provinces.

H. Distribution of the Sample by Workplace

Table 6: Distribution of the Sample by Workplace

Workplace	Percentage (%)	Frequency (N)
Municipal Office	48.15%	169
Provincial Office	44.73%	157
National Office	7.12%	25
Total	100%	351

Source: Prepared by the researchers using SPSS

From Table (6), we note that the largest percentage of participants work in the municipal office, accounting for 48.15% of the sample, followed by the provincial offices with 44.73%. The national office represents only 7.12% of the sample. This aligns with the hierarchical distribution of the association's members, where municipal and provincial offices primarily implement and coordinate the association's activities, reflecting a broad geographical spread of the association's activities at the local level.

I. Distribution of the Sample by Current Job

Table 7: Distribution of the Sample by Current Job

Current Job	Percentage (%)	Frequency (N)
Volunteer	81.2%	285
Full-time Worker	18.8%	66
Total	100%	351

Source: Prepared by the reserchers using SPSS

In this table, we see that the majority of participants (81.2%) are volunteers, indicating that the association relies heavily on volunteers to achieve its goals. This highlights the importance of volunteer work as a foundational element in the association's activities. The group that works full-time for the association represents 18.8%, showing a new trend by the association to increase the proportion of full-time members to ensure continuous service delivery.

J. Distribution of the Sample by Date of Joining the Association

Table 8: Distribution of the Sample by Date of Joining the Association

Date of Joining	Percentage (%)	Frequency (N)
More than 11 years	65.8%	231
6 to 10 years	16.8%	59
Less than 5 years	12.0%	42
1 year or less	5.4%	19
Total	100%	351

Source: Prepared by the researchers using SPSS

From Table (8), we observe that the majority of participants have been members of the association for a long time, with 65.8% having joined more than 11 years ago. This large percentage indicates that the association enjoys a stable and long-standing membership with extensive experience in volunteer work. Meanwhile, those who joined more recently (less than 5 years) make up only 12%, reflecting difficulty in attracting new members to the association.

K. The Reality of Training at the IRSHED and ISLAH Algerian Association

Table 9: Number of Training Courses Participated in by the Respondents

Number of Training Courses	Percentage (%)	Frequency (N)
Less than 5 courses	49.57%	174
5 to 10 courses	21.08%	74
More than 10 courses	15.38%	54
Did not attend any courses	13.96%	49
Total	100%	351

Source: Prepared by the researchers using SPSS

From Table (9), we see that the largest percentage of participants (49.57%) have attended fewer than 5 training courses. This indicates that most participants have received limited training in terms of the number of courses. Participants who attended more than 10 courses make up 15.4%, showing that there is a small group of individuals who have received advanced training opportunities. Meanwhile, 14% of participants have not attended any training courses, which may reflect a shortage of training opportunities or difficulty in accessing training sessions. The group that attended 5 to 10 training courses represents 21.1%, indicating a moderate-sized group of participants who have received a reasonable number of training courses. To address this, the association established a training and human development department during its eighth conference in November 2023.

Table 10: Type of Training Attended by Participants

Type of Training	Percentage (%)	Frequency (N)
Administrative Training	35.33%	124
Skill Training	17.95%	63
Specialized Training	10.83%	38
Leadership Training	8.83%	31
Skill, Leadership, Specialized Training	13.11%	46
No Training	13.96%	49
Total	100%	351

Source: Prepared by the researchers using SPSS

In Table 13, which shows the type of participation in training courses, we find that the largest percentage of participants (69.23%) participated in training courses as part of the association's strategy. This reflects the strategic direction of the association in organizing training programs aligned with its goals. Meanwhile, 5.7% of participants took part in training upon their own request, which indicates that members have the freedom to request training opportunities based on their personal needs.

9-2. Analysis of the Sample's Opinions on the Study's Dimensions

A. Reliability of the Questionnaire

The reliability of the questionnaire items refers to whether the questionnaire gives the same results if it is redistributed multiple times under the same conditions and circumstances. In other words, the reliability of the questionnaire means that the results remain stable and do not change significantly if the questionnaire is redistributed to the sample members multiple times over specific periods.

We verified the reliability of the study's questionnaire using the Cronbach's Alpha coefficient, which was applied to the dimensions of the study. The results were as follows:

Table 14 : Cronbach's Alpha Reliability Coefficient

Dimension	Cronbach's Alpha	Number of Items	Study Variables
Dimension 1: Reality of Training at the IRSHED and ISLAH Algerian Association	0.878	5	Independent Variable: Training

Dimension	Cronbach's Alpha	Number of Items	Study Variables
Dimension 2: Training as a Mechanism for Human Resource Effectiveness Development	0.916	6	Dependent Variable 1: Effectiveness
Dimension 3: Training as a Mechanism for Human Resource Competence Development	0.911	5	Dependent Variable 2: Competence
Dimension 4: Training as a Mechanism for Fostering Creativity	0.861	6	Dependent Variable 3: Creativity
-	0.914	22	Total (Overall)

Source: Prepared by the researchers using SPSS

From Table (14), it is clear that the overall reliability of the questionnaire is 0.914, which is close to 1, indicating a high reliability coefficient. The reliability of the individual dimensions ranges from 0.861 to 0.916, all of which are high values, reflecting that the questionnaire is stable and valid to a high degree. This indicates very high internal consistency, meaning that the questions in each dimension are highly correlated with each other, demonstrating strong internal coherence and the ability to reliably measure the same concept.

B. Validity of the Questionnaire (Internal Consistency)

Internal consistency validity refers to how well each item in the questionnaire corresponds with the domain to which it belongs.

To study the internal consistency validity, we calculated the correlation of each item in the dimension with the overall dimension by calculating Pearson's correlation coefficient. Table (15) shows that most of the questions in the questionnaire exhibited a strong positive correlation with the overall dimension, with Pearson's r values ranging from 0.542 to 0.816. This indicates that the questions strongly measure the same concept. Additionally, all statistical significance values (Sig.) were zero (0.000), meaning that all correlations were statistically significant at the 0.01 significance level. Therefore, these correlations can be considered highly reliable.

Table 15: Internal Consistency Validity of the Study Dimensions

Question Number	Correlation with the Mean (Pearson's r)	Statistical Value (Sig.)	Question Statement
Q1	0.613**	0.000	The association seeks to improve the performance of its members through training programs, benefiting all members.
Q2	0.697**	0.000	The association works on identifying the training needs of its members according to their tasks, based on a standardized evaluation of their performance.
Q3	0.692**	0.000	The association relies on modern methods and techniques to train its members in order to enhance their knowledge and job skills.
Q4	0.713**	0.000	Training programs contribute to spreading the association's culture, motivating its members, and developing their sense of belonging to it.

Question Number	Correlation with the Mean (Pearson's r)	Statistical Value (Sig.)	Question Statement
Q5	0.722**	0.000	Training increases job satisfaction among the association's members.
Q6	0.761**	0.000	Training contributes to improving my performance in the association by developing my knowledge, skills, and attitudes.
Q7	0.730**	0.000	Training helps me acquire and develop positive insights towards the goals and activities of the association.
Q8	0.733**	0.000	Training contributes to my ability to achieve personal and professional accomplishments.
Q9	0.753**	0.000	Specialized training helps me adhere to and comply with work regulations.
Q10	0.800**	0.000	Training generally helps me overcome work difficulties and be creative in solving problems.
Q11	0.802**	0.000	Training helps me reduce potential errors in performing the tasks assigned to me.
Q12	0.768**	0.000	Training contributes to performing my work with lower costs and higher quality.
Q13	0.778**	0.000	Training contributes to reducing the performance gap through positive interaction with the changes in the environment in which I work.
Q14	0.816**	0.000	Training contributes to improving relationships with partners, beneficiaries, collaborators, and colleagues at work.
Q15	0.795**	0.000	Training helps me bear responsibilities within the team and interact positively with them.
Q16	0.778**	0.000	Training contributes to my interaction with the team in the association.
Q17	0.729**	0.000	Training helps me think innovatively and develop new methods and work approaches.
Q18	0.750**	0.000	The association works through training to instill and develop a creative culture among its members.
Q19	0.702**	0.000	The association enables its members to express their opinions and provide suggestions regarding their performance of tasks.
Q20	0.542**	0.000	The association rewards members who provide creative suggestions as solutions to a problem.
Q21	0.781**	0.000	Training supports motivating the team to raise their specialized skills to develop new methods and ways of working.
Q22	0.791**	0.000	Training contributes to improving the members' abilities to make creative decisions in various situations.

Source: Prepared by the researchers using SPSS

Thus, we have confirmed the validity and reliability of the research questionnaire, which gives us complete confidence in the questionnaire's accuracy and suitability for analyzing the results, answering the study's questions, and testing its hypotheses.

C. Analysis of Respondents' Opinions:

After confirming the reliability and internal consistency validity of the questionnaire, we proceed with analyzing the respondents' opinions and ranking them according to their relative importance to understand their views on the role of training in human resource development at the IRSHED and ISLAH Algerian Association.

Dimension 1: Reality of Training at the IRSHED and ISLAH Algerian Association

Table 16: Analysis of Respondents' Opinions on the Reality of Training Dimension

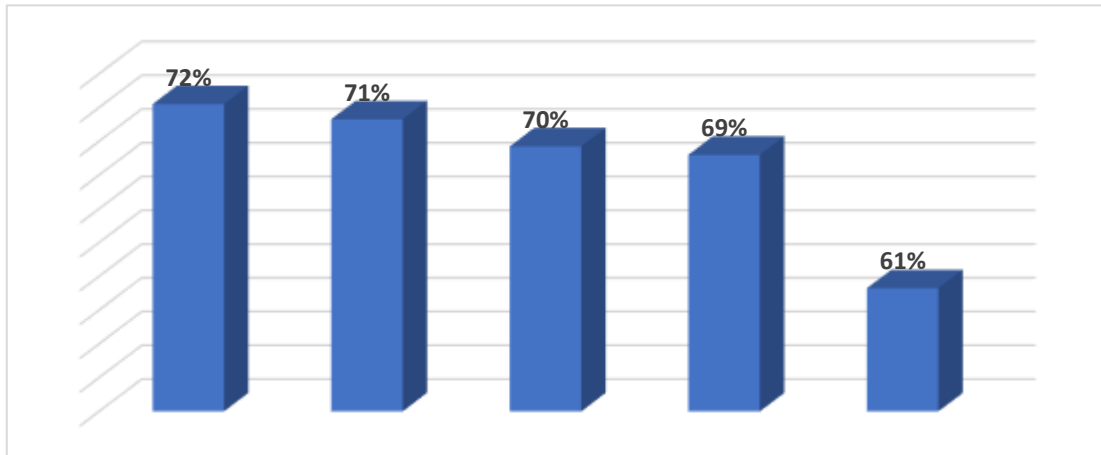
Question Number	Mean (Moyenne)	Standard Deviation (Ecart type)	Variance (Variance)	Frequency (N)	Question Statement
Q1	1.49	0.632	0.399	351	The association seeks to improve the performance of its members through training programs, benefiting all members.
Q2	1.65	0.655	0.429	351	The association works on identifying the training needs of its members according to their tasks, based on a standardized evaluation of their performance.
Q3	1.63	0.675	0.456	351	The association relies on modern methods and techniques to train its members in order to enhance their knowledge and job skills.
Q4	1.56	0.605	0.367	351	Training programs contribute to spreading the association's culture, motivating its members, and developing their sense of belonging to it.
Q5	1.56	0.577	0.333	351	Training increases job satisfaction among the association's members.

Source: Prepared by the researchers using SPSS

From Table 16, we observe that the mean scores of the answers generally range from 1.49 to 1.65, indicating that most participants in the survey agree with the aspects related to the achievement of the association's training goals. The first question, which reflects the association's efforts to improve the performance of its members through training programs, received a mean score of 1.49, indicating strong agreement with the training efforts. For other questions, such as the second one concerning the identification of training needs based on standardized evaluations, the mean was 1.65, suggesting positive agreement, though slightly less than the first question. The standard deviations in this dimension range from 0.577 to 0.675, indicating relatively low variability in responses, which shows that most members have similar views on the effectiveness of training programs. The variance is also

low in these questions, reflecting a large consensus among participants on the effectiveness and importance of training within the association. Regarding the ranking of the training reality dimension's items based on respondents' opinions and relative importance, they follow this order:

Figure 05: Distribution and Ranking of the Reality of Training at the Association According to the Relative Importance Index



Source: Prepared by the researchers

Axis 2: Training as a Mechanism for Enhancing Human Resource Effectiveness at IRSHED and ISLAH Association

Table 17: Analysis of Respondents' Views on the Human Resource Effectiveness Axis

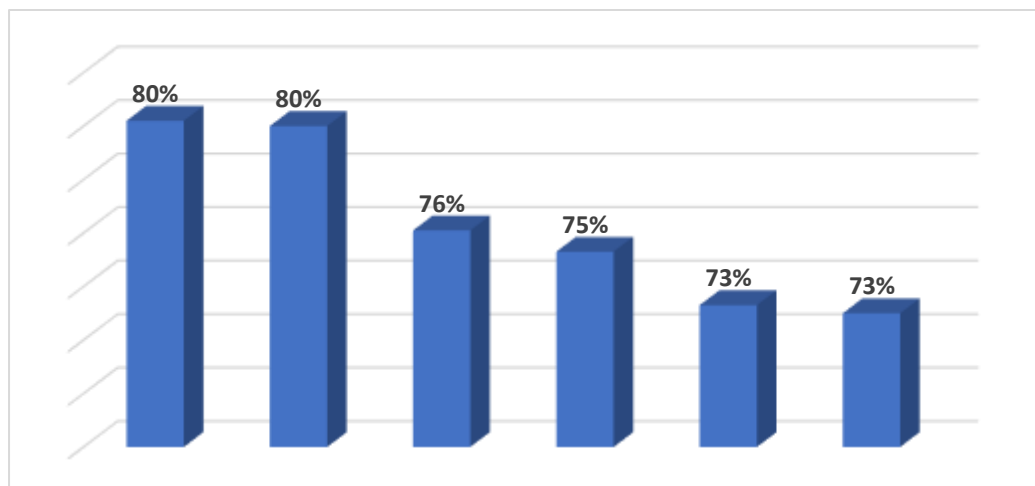
Question Number	Mean (Moyenne)	Standard Deviation (Ecart type)	Variance (Variance)	Frequency (N)	Question Statement
Q6	1.58	0.548	0.301	351	Training contributes to the development of my performance in the association by improving my knowledge, skills, and attitudes.
Q7	1.60	0.577	0.332	351	Training helps me acquire and develop positive insights toward the association's goals and activities.
Q8	1.62	0.591	0.350	351	Training contributes to my ability to achieve personal and professional accomplishments.
Q9	1.64	0.594	0.352	351	Specialized training helps me ensure adherence to and compliance with work regulations.

Question Number	Mean (Moyenne)	Standard Deviation (Ecart type)	Variance (Variance)	Frequency (N)	Question Statement
Q10	1.62	0.577	0.332	351	Training helps me overcome work difficulties and be creative in solving problems.
Q11	1.60	0.562	0.315	351	Training helps me reduce potential errors in carrying out the tasks assigned to me.

Source: Prepared by the researchers using SPSS

In this axis, the averages range from 1.58 to 1.64, all of which are relatively low values, indicating that members strongly agree that training significantly contributes to enhancing their personal and professional performance. Question 6, which addresses performance improvement through the development of skills and knowledge, received an average of 1.58, indicating a strong and positive effect of training on member effectiveness. On the other hand, question 9, which concerns adherence to work regulations through specialized training, recorded an average of 1.64, reflecting a high level of agreement among members. The standard deviation in this axis ranges from 0.548 to 0.591, suggesting that responses were generally close to each other, with minimal variation in responses. The variance is also low, indicating that most members view training at the association as collectively enhancing performance effectiveness.

Figure 06: Distribution and Ranking of Training's Contribution to Enhancing Effectiveness at the Association According to the Relative Importance Index



Source: Prepared by the researchers

Axis 3: Training as a Mechanism for Enhancing Human Resource Competence at IRSHED and ISLAH Association

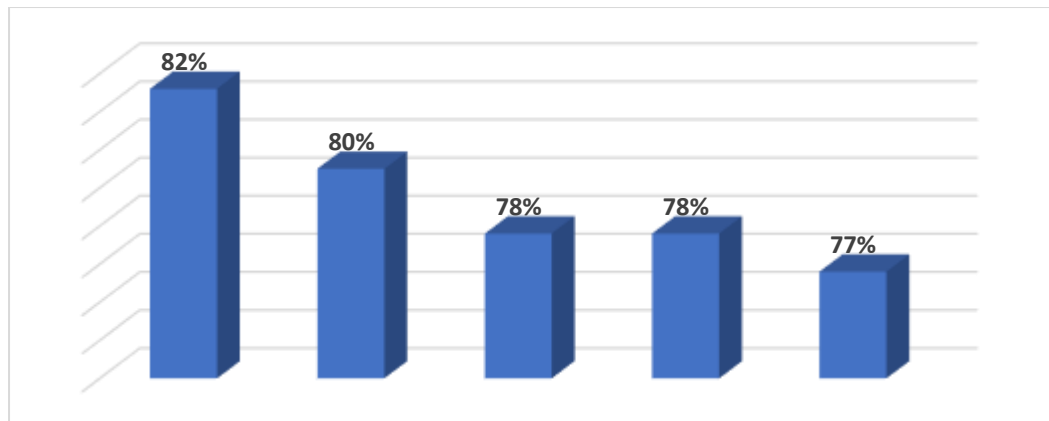
Table 18: Analysis of Respondents' Views on the Human Resource Competence Axis

Question Number	Mean (Moyenne)	Standard Deviation (Ecart type)	Variance (Variance)	Frequency (N)	Question Statement
Q12	1.66	0.602	0.363	351	Training contributes to performing my work with lower cost and higher quality.
Q13	1.69	0.597	0.356	351	Training helps reduce the performance gap through positive interaction with the changes in the environment I work in.
Q14	1.66	0.577	0.333	351	Training contributes to improving relationships with partners, beneficiaries, collaborators, and colleagues at the association.
Q15	1.62	0.558	0.311	351	Training helps me take on responsibilities within the work team and interact positively with them.
Q16	1.60	0.576	0.331	351	Training contributes to my interaction with the work team at the association.

Source: Prepared by the researchers using SPSS

In the "Training as a Mechanism for Enhancing Human Resource Competence" axis, the averages range from 1.60 to 1.69, indicating that training has a strong impact on improving members' competence. For example, question 16, which relates to the contribution of training in improving team interaction, received an average of 1.60, suggesting that members believe training significantly enhances work relationships and thus improves performance efficiency. Meanwhile, question 13, which addresses reducing the performance gap through positive interaction with environmental changes, received the highest average in this axis (1.69), reflecting the substantial impact of training in improving performance and adapting to environmental changes. The standard deviations in this axis range from 0.558 to 0.602, indicating less variation in responses, meaning that most participants had similar views on the effectiveness of training in enhancing competence.

Figure 07: Distribution and Ranking of Training's Contribution to Enhancing Competence at the Association According to the Relative Importance Index



Source: Prepared by the researchers

Axis 4: Training as a Mechanism for Enhancing the Spirit of Creativity at IRSHED and ISLAH Association

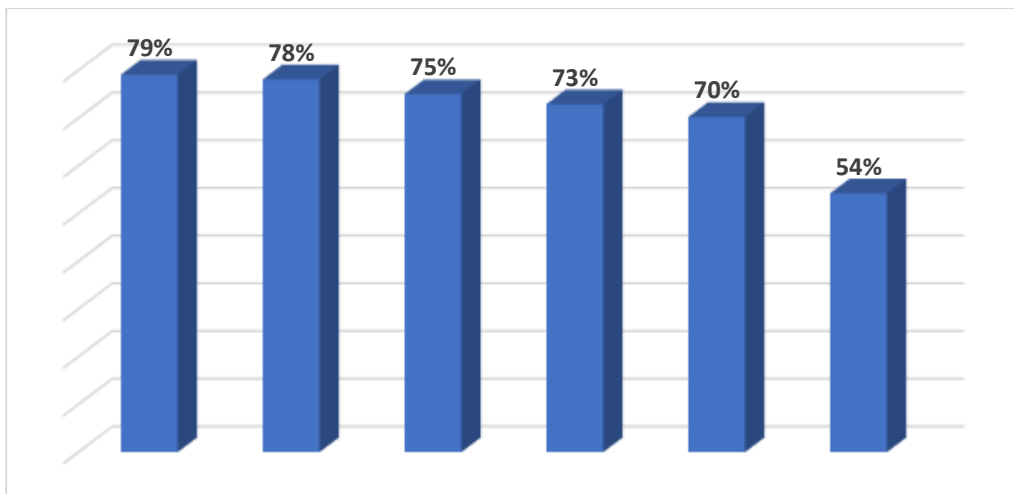
Table 19: Analysis of Respondents' Views on the Human Resource Creativity Axis

Question Number	Mean (Moyenne)	Standard Deviation (Ecart type)	Variance (Variance)	Frequency (N)	Question Statement
Q17	1.64	0.574	0.329	351	Training helps me in innovative thinking and developing new work methods and techniques.
Q18	1.68	0.577	0.333	351	The association uses training to instill and develop a creative culture among its members.
Q19	1.73	0.631	0.398	351	The association enables its members to express their opinions and submit proposals related to their performance of their tasks.
Q20	2.06	0.902	0.813	351	The association rewards members who present creative proposals as solutions to a problem.
Q21	1.68	0.577	0.333	351	Training supports motivating the work team to enhance their specialized skills to develop new methods, techniques, and tools.
Q22	1.67	0.574	0.329	351	Training contributes to improving members' abilities to make creative decisions in different situations.

Source: Prepared by the researchers using SPSS

Finally, in the "Training as a Mechanism for Enhancing the Spirit of Creativity" axis, the averages range from 1.64 to 2.06. Question 17, which relates to training's contribution to innovative thinking and developing new work methods and techniques, received an average of 1.73, indicating that training at the association significantly encourages innovation and the development of work methods. Meanwhile, question 20, which concerns rewarding members who present creative proposals, received a much higher average (2.06), suggesting that there is some variation in members' opinions regarding the effectiveness of these rewards, with some possibly dissatisfied with the implementation of this initiative. The standard deviations in this axis range from 0.574 to 0.902, which is a greater variation compared to the previous axes, reflecting larger differences in opinions regarding certain aspects of the training, especially regarding the rewards for creative ideas.

Figure 08: Distribution and Ranking of the Contribution of Training to Creativity Development in the Association According to the Relative Importance Index



Source: Prepared by the researchers

Based on this analysis, it is observed that the association achieves significant success in most aspects related to training, particularly in terms of developing effectiveness, efficiency, and creativity. However, there are some areas that may need improvement, such as motivation and increasing rewards related to creative suggestions, as there is greater variation in opinions regarding these aspects.

Ranking of Study Variables According to Relative Importance Index (RII%):

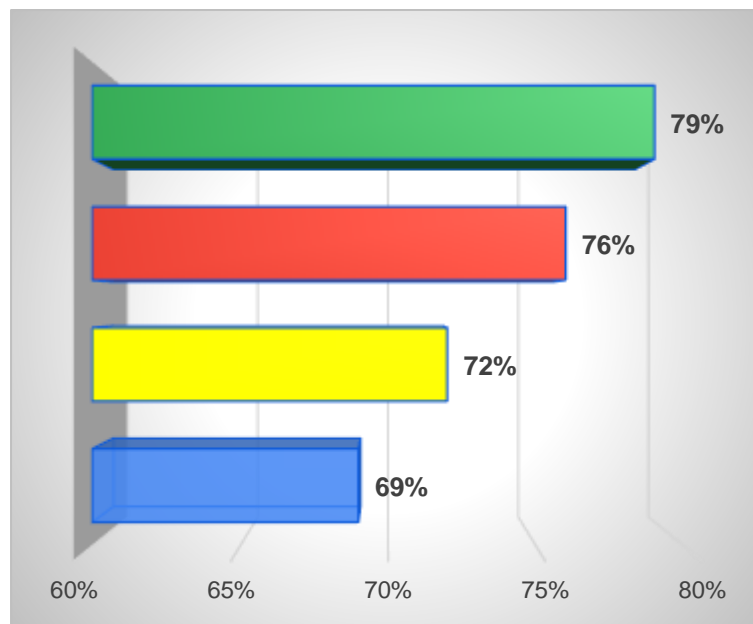
Table 20: Ranking of Study Variables by Relative Importance.

Study Variables	Number of Items	Relative Importance Index (RII%)	Rank
Training Reality in the Association	6	69%	4
Training and Development of Effectiveness	5	76%	2
Training and Development of Efficiency	6	79%	1
Training and Development of Creativity	5	72%	3

Source: Prepared by the researchers using SPSS software.

It is clear from Table (20) that training has the most significant impact on enhancing the efficiency of human resources within the IRSHED and ISLAH Association according to the respondents' opinions, with a high-medium level of importance (RII=79%) and a high degree of agreement. It contributes to "improving relationships with partners, beneficiaries, collaborators, and colleagues," in addition to helping in "taking on responsibilities within the team and interacting positively with them," all of which enhance members' efficiency in performing their tasks. Additionally, training has a high-medium level of importance (RII=76%) in developing the effectiveness of the association's members. Finally, training fosters the creativity of the association's members at a high-medium level of importance (RII=72%).

Figure 13: Ranking of Study Variables According to Relative Importance Index.



Source: Prepared by the researchers

9-2- Hypothesis Testing

A. Main Hypothesis:

Training contributes to the development of human resources in the IRSHED and ISLAH Algerian Association.

Table 21: Results of the ANOVA Test

Sig. (p-value)	F	Mean Square	df	Sum of Squares (Between Groups)	Variable
0.000	29.930	2.092	34	71.137	M1
0.000	54.445	2.049	34	69.671	M2
0.000	66.408	2.257	34	76.734	M3
0.000	55.383	2.196	34	74.666	M4

Source: Prepared by the researchers using SPSS software.

The results of the ANOVA test for the four dimensions measuring the impact of training on performance effectiveness, efficiency, and creativity in the IRSHED and ISLAH Algerian Association show that all the tested variables revealed a statistically significant

difference between the groups. This indicates that training has a noticeable impact on these dimensions.

Looking at the first dimension related to the reality of training, the F value was 29.930, with a p-value of 0.000. These results suggest that there is a significant difference between the groups related to the "reality of training," meaning that training has effectively contributed to improving the reality of training within the association. This positive impact is confirmed by the p-value, which is less than 0.05, indicating that the difference between the means is not due to chance.

In the second dimension, which tests the impact of training on the effectiveness of human resources, the F value was 54.445, with a p-value of 0.000. These results support the hypothesis that training has a significant effect on improving the members' effectiveness within the association. This indicates that training has contributed to developing members' knowledge and skills, making them more capable of achieving personal and professional accomplishments.

For the third dimension, which addresses efficiency, the results also showed a very large F value (66.408) with a p-value less than 0.05. These results confirm that training plays a key role in enhancing the efficiency of members, including improving their job performance and narrowing the gap between tasks to be completed and expected results. It also shows that training has helped improve relationships among members and colleagues within the association, thereby enhancing the work environment and cooperation.

As for the fourth dimension, which relates to creativity, the results of the ANOVA test showed that the F value was 55.383, with a p-value less than 0.05. These results clearly indicate that training has contributed to fostering a spirit of creativity among members, by motivating them to think innovatively and develop new work methods. The association has also succeeded in instilling a culture of creativity among its members through training programs, which helps find innovative solutions to the various challenges faced by members.

Based on these results, it can be concluded that training in the IRSHED and ISLAH Algerian Association has effectively contributed to improving the effectiveness, efficiency, and creativity of its members. Additionally, all p-values less than 0.05 strongly support our hypotheses about the impact of training in these areas. Therefore, it can be said that the training process is not only focused on improving job performance but also contributes to building a work environment that encourages creativity and innovation, reflecting the success of the training programs offered by the association.

Partial Hypotheses:

Hypothesis 1: Training contributes to increasing the effectiveness of members' performance in the association.

Through the analysis of data related to effectiveness (second dimension), the results of the ANOVA test showed that the F value was 54.445 with a p-value of 0.000. Based on this, we can conclude that there is a statistically significant difference between the groups concerning effectiveness. The high F value indicates significant variation between the means of the performance effectiveness groups before and after training. The p-value, which is less than 0.05 (0.000), means that the difference between the means is statistically significant, indicating that training has a noticeable effect on increasing performance effectiveness.

Additionally, the questions asked about the effectiveness of training, such as how it improved the members' skills and developed their ability to achieve personal and professional accomplishments, showed that training contributed to enhancing their ability to perform tasks more effectively and professionally. Therefore, Hypothesis 1, "Training contributes to increasing the effectiveness of members' performance in the association," is accepted based on the statistical results that show a positive effect of training on the members' performance in the association.

Hypothesis 2: Training contributes to improving the efficiency of members in the association.

In the analysis of the third dimension, which pertains to efficiency, the calculated F value was 66.408, with a p-value of 0.000. This result confirms that training has a statistically significant impact on improving the efficiency of members within the association. The high F value reflects strong variation between the performance means of the members before and after training, indicating a noticeable improvement in the efficiency of members after receiving the training. This suggests that the members became more efficient in performing the tasks assigned to them and that training helped improve their job performance, both in completing tasks and interacting with colleagues and partners. The questions related to evaluating efficiency indicated that training contributed to narrowing the gap between actual and expected performance, reflecting an improvement in the members' job efficiency. Therefore, **Hypothesis 2**, "Training contributes to improving the efficiency of members in the association," was accepted based on statistical evidence confirming that training effectively enhances efficiency among members.

Hypothesis 3: "Training contributes to developing the spirit of creativity among members in the association."

The results of the ANOVA test for the fourth dimension, related to creativity, showed an F value of 55.383 with a p-value less than 0.05 (0.000), indicating that training has a significant effect on enhancing the spirit of creativity among members. The high F value suggests significant variation between the groups in creativity levels after receiving training, while the p-value less than 0.05 indicates that the effect is statistically significant. This means that training contributed to fostering creativity among the members and played an important role in stimulating innovative thinking and developing new work methods. Members who received the training demonstrated the ability to find creative solutions to the problems they faced and became more capable of making creative decisions in various situations. The results also showed that training helped instill a culture of creativity within the association, reflecting the success of the training program in motivating members toward continuous innovation and development. Based on these results,

Hypothesis 3, "Training contributes to developing the spirit of creativity among members in the association," was accepted because training had a significant effect on fostering creativity among the members.

General Conclusion:

Based on the ANOVA test results for the four dimensions (performance effectiveness, efficiency, and creativity), it is evident that training in the IRSHED and ISLAH Algerian Association has a major positive impact on the effectiveness, efficiency, and creativity of its members. Therefore, it can be concluded that the training in the association had a comprehensive impact on the development of the main dimensions measured in the survey, contributing to improved performance and enhanced creativity within the association.

9-3- Scientific Conclusions and Recommendations:

A. Conclusions:

Today, third-sector organizations play a significant role in the equation of sustainable comprehensive development in many countries worldwide. This sector holds an important position in national wealth due to its resources and the developmental services it provides. One of its most important resources is its human capital, which, when properly invested in through training and development, can generate added value and find solutions to numerous developmental challenges. Some of the key conclusions derived from this study include:

- Training contributes to the development of human resources within the organization. We found a strong and positive relationship between training and the development of human resources in the IRSHED and ISLAH Algerian Association.

- The training process plays a significant role in modifying the attitudes and behaviors of the members of the association. Training helps improve and strengthen relationships with partners, beneficiaries, collaborators, and colleagues, which is the backbone of associative work.
- Training enabled the IRSHED and ISLAH Algerian Association to better understand how to leverage its expertise, influence, and reach to achieve its vision and mission, aiming to become a public-benefit organization by 2028.
- Training has contributed to enhancing the association's ability to survive and continue as an innovative organization, capable of adapting to the ongoing and complex challenges in the social, economic, and organizational environment.
- Training is a key mechanism for developing and motivating human resources within the association, based on the belief that individuals are the most important element compared to structures and organizations, due to their ability to achieve goals and adapt to the complexities of the charitable work environment.
- Training contributed to guiding the association toward professionalism by conducting a comprehensive review of its work methods, including reassessing its project funding strategies and evaluating their effectiveness in reality. This review focused on achieving the strategic goals outlined in the development plan, rather than merely distributing funds and grants to vulnerable groups in society.
- Investment in training, effective internal planning designed with a participatory approach, along with a cohesive and value-driven functional community, were all factors that contributed to the development, stability, and sustainability of the association for over 35 years of service.
- The lack of incentives and rewards for creative ideas could limit the expansion of the culture of creativity within the association.

B. Recommendations:

To further develop human resources at the IRSHED and ISLAH Algerian Association, we offer the following recommendations, which can serve as a framework to guide performance improvement and achieve the set objectives:

- The necessity of preparing a precise and comprehensive job description that defines the tasks and responsibilities for each role within the association, which will contribute to improving performance and achieving goals efficiently and effectively.
- Activate the internal training system by nationalizing it and clarifying its operational mechanisms, and adopting modern techniques in managing and evaluating training to ensure maximum effectiveness and efficiency.
- Develop new strategies for attracting talent, focusing on selecting individuals with skills and abilities that align with the association's needs.
- Enhance the use of feedback and maximize the benefits of training outputs by applying the acquired knowledge and skills.
- Provide continuous specialized training programs for the organization's staff, focusing on strengthening the knowledge and skills required to face the changing challenges in the charitable work environment.
- Design an innovative incentive system that enhances motivation among employees and volunteers, linking performance with achievements to improve productivity and service quality.

- Formulate a comprehensive and integrated strategy aimed at training individuals, motivating them, and enabling them to actively participate in achieving the association's vision and objectives.
- Shift toward digital charitable work by developing digital platforms to deliver services and manage operations, which will enhance efficiency, transparency, and broaden access to a wider range of beneficiaries.

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