

*Human Resource Training as a Mechanism
to Improve Service Quality and Develop the Tourism Sector in Algeria*

تكوين المورد البشري كآلية لتحسين مستوى الخدمات وتنمية القطاع السياحي في الجزائر

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ملخص:

تهدف من خلال هذا المقال إلى إبراز أهمية التكوين في تأهيل المورد البشري على مستوى المؤسسات الفندقية ومساهمته في تحسين نوعية الخدمات وتنمية القطاع السياحي في الجزائر ، فالتكوين كعملية يعد من العمليات البارزة التي باتت تعول عليها المنظمات في زيادة فعالية موردها البشري وذلك من خلال إخضاعهم لدورات وكل ذلك بعد رسم سياسة تكوينية تكون مدروسة ، تسعى من خلالها إلى إكساب العامل مجموعة معارف ومهارات تساعده على أداء مختلف المهام والوظائف التي يقوم بها في ظل القطاع الذي ينتمي إليه ومن ضمن ذلك القطاع السياحي ، وهو ما يتعكس إيجاباً على مستوى الخدمات المقدمة في المؤسسات الفندقية ودور الضيافة ، من حيث الجودة والتنوع فتكون بذلك ذات مستوى عالي وهو ما يضمن رضا السائح أو الزبون (من داخل الوطن أو خارجه) ، ونظراً لما لهذه العملية من آثار سنحاول من خلال هذا المقال التعرض إلى مفهوم كل من التكوين والتكوين السياحي والمؤسسات الفندقية والسياحة ، الأسباب المؤدية لعملية التكوين ، فوائد التكوين في المؤسسات الفندقية ، أهمية العملية التكوينية، مراحل العملية التكوينية ، واقع التكوين السياحي للمورد البشري في المؤسسات الفندقية وانعكاساته على مستوى الخدمات وتنمية القطاع السياحي في الجزائر.

الكلمات المفتاحية:

المؤسسات الفندقية، تأهيل المورد البشري، نوعية الخدمات، القطاع السياحي، التكوين السياحي، التكوين.

Abstract:

Through this article, we aim to highlight the importance of training in preparing human resources within hotel establishments and its contribution to improving service quality and developing tourism in Algeria. Training is a prominent process relied upon by organizations to enhance the effectiveness of their human resources. This is achieved through subjecting them to various courses, following a well-designed training policy. The objective is to equip employees with knowledge and skills that enable them to perform their tasks and duties effectively within the sector they belong to, including the touristic one. This positively reflects on the quality of services provided by hotel establishments and hospitality roles in terms of their high standards, ensuring customer satisfaction for both local and international tourists.

Given the significance of this process, this article aims to examine the concept of training in the tourism and hotel sectors, including the objectives, benefits, and underlying motivations. It will also explore stages of the training process, the current state of human resource training in hotel establishments, and its implications for service quality and the broader development of the tourism sector in Algeria.

Keywords: Hotel Establishments; Human Resource Development; Service Quality; TourismSector; Tourism Training; Training.

1. INTRODUCTION

Building any economy relies on the efforts made by officials to enhance their sectors in a way that ensures competitiveness and sustainability. In order to achieve their goals, these sectors, represented by their institutions, seek to develop a range of resources and components. One of the most prominent of these components is the human resource, which is considered a vital asset that many institutions have utilized to achieve leadership in their field and secure their position in their internal and external environments, both locally and globally. Among these institutions, we find hotel establishments operating within the tourism sector, which is an important industry that many countries, including Algeria, rely on for the development of their economies. This is done by attempting to improve the level of services provided in their facilities and hotel institutions. Efforts are focused on the development of the human capital, considering it as a fundamental driver for various activities. Due to the importance of this resource, those involved in tourism and owners of tourism facilities adopt strategies and implement processes that help employees in hotels and the tourism field to develop and enhance their performance and knowledge in a way that aligns with the technological and technical advancements taking place in the tourism and hotel segment. One of the prominent processes in this regard is training, specifically "tourism training", through which the active employee is equipped with new technical and technological skills, knowledge, and techniques that help them achieve high efficiency in performance and attract customers by providing quality hotel and tourism services. This positively reflects on the institution, ensures tourist and customer satisfaction, and promotes their loyalty.

Due to the importance of the training process and the positive results it has achieved at the level of many institutions, including hotels and tourism facilities, Algeria has taken measures within its tourism establishments. This includes allocating a budget and establishing a range of specialized institutes and institutions in the field. The aim is to build specialized and qualified human resources in the industry and develop their performance in line with the contemporary requirements, including technological, digital, and technical advancements, as well as acquiring language skills that enable them to interact with various customers, be they foreigners, Arabs, or Algerians. This helps to employ them in various service and tourism facilities in different institutions. This is what gives more value to tourism institutions, enabling them to excel and ensure their continuity and sustainability. By satisfying tourists and presenting a positive image of the hotel establishment, they provide higher quality tourism services and transactions between customers and employees within these institutions compared to their competitors, both at home and abroad. This makes tourists consider returning to these establishments instead of others, as well as recommending them to others. All of this has a positive impact on the overall tourism sector of the country and contributes to its economic prosperity.

2. The Conceptual Implications of the Study

2.1 Definition of Training

There have been multiple definitions of the concept of training due to the various perspectives of researchers interested in its different fields. Each definition approaches it from different angles. Some define training as a process of learning a series of programmed behaviors or a predetermined sequence of actions. This process aims to bring about relatively permanent changes in an individual's capabilities, enabling them to perform their job better (H Moutalif, 2017, p. 233).

Others attempt to define training as the administrative and organizational efforts associated with continuity, aiming to bring about skill, knowledge, and behavioral changes in an individual's current and future characteristics. This enables employees to meet the requirements of their work or improve their practical and behavioral performance .

There are those who consider a plan that consists of "a set of programs designed to teach human resources how to perform its current work with a high level of efficiency, by developing and improving its performance" (Mahmal, 2018, p. 204).

Through the above, we can conclude that training is a process relied upon by human resource management within an organization to change and develop the behavior of the human resource or worker in a structured and planned manner, according to the organization's needs. It involves providing theoretical knowledge, developing technical and cognitive skills, and enhancing their capabilities, all of which reflect on their task performance, making them more efficient and productive.

2.2 Tourism Training

Tourism training has been defined as a series of consecutive and planned procedures that provide workers with new experiences and expertise. It is considered a set of processes that enhance individuals' skills and knowledge to improve performance levels, yielding positive results for management and employees in the tourism sector (Laaloui, Yahyawi, 2017 p. 21).

Operationally, tourism training can be defined as a process that enhances and develops the skills of human resources through the acquisition of theoretical knowledge, technical information, and skills. This enables them to perform their tasks with a high level of efficiency, specifically in the field of hospitality and tourism establishments.

2.3 Definition of a Hotel (Hotel Establishments)

Some researchers define a hotel as an organization that aims to achieve social goals. It is described as a structured social arrangement intentionally designed to achieve collective objectives through a well-organized structure and managerial practices.

Furthermore, a hotel has been defined as "an organized entity managed by individuals from various specializations. It involves a series of coordinated and conscious activities to achieve specific goals that would be difficult to achieve individually".(Shamtou, 2016, p. 67- 69)

Organized in a fixed or mobile place prepared for the purpose of residency and providing other complementary services such as food, comfort and safety according to the system of needs and multiple desires to the guests for a certain price (Shamtou, 2016, p. 67- 69).

Operational Definition

Based on the above, we can define a hotel as an institution and social framework composed of a group of individuals who operate according to an organized and planned framework. Their tasks vary according to their specialties and aim to provide complementary services and fulfill the needs of guests in exchange for a specific fee paid by tourists or individuals.

2.4 Definition of Tourism

Tourism has been defined as an activity that aims to provide entertainment and related services. It is also comprehensively defined as the movement of individuals from one place to another and from one time period to another. This encompasses both international tourism (traveling across countries) and domestic tourism (traveling within the same country) for a duration of at least 24 hours. Tourism can serve various purposes, such as cultural, religious, sports, social, and business-related activities (Makabilah, 2008, p. 24).

Dr. Salah Abdel Wahab considers tourism a social phenomenon that involves the movement of individuals from their usual place of interest to other places within their country (domestic tourism) or beyond their country's borders (international tourism). He also describes it as a human phenomenon that connects with the outside world. He emphasizes that tourism represents a change in the tourist's life because they leave their usual place of residence, not for work or migration purposes, but as an escape from their usual work, natural, or social environment. This escape aims to renew their psychological and emotional well-being and restore their mental and emotional balance (Al-Atta, 2010, p. 8).

2.5.Procedural Definition

According to what can be said about tourism procedurally, it is a recreational and leisure activity that encompasses several social, economic, therapeutic, cultural, and other aspects. Its aim is to promote society and contribute to sustainable development.

2.6 Definition of Tourism Services

Tourism services have been defined as "a set of necessary material means to secure or facilitate people's participation in tourism, achieve its objectives, and create the use of tourism services" (Moutalif, 2017, p. 238).

3. Why Training?

In fact, the value of an idea is derived from the degree of positive impact it generates after implementation. Training has numerous and diverse positive effects that directly contribute to achieving the objectives set by the management. It goes beyond that to ensure the continuity and stability of the organization and enhance human development indicators at the societal level.

On the one hand, training should be regarded as a means of economic and social development that improves the quantity and quality of the provided work and stimulates through the available promotion opportunities. It also serves as a safeguard against unemployment due to lack of qualifications, stagnation resulting from outdated knowledge, and inability to adapt to the evolving crafts and professions. On the other hand, training is an investment over time for the survival of the organization, it develops competencies, and makes the human element the key to success (Zghdoud, 2015, p. 265-266).

Training is a process that occurs at two levels and two aspects. At the organizational level, it is used after the recruitment and integration of the human resources into their work environment. It aims to localize the worker in their job environment and enhance their performance in case of deficiencies in actual performance or for promotion, etc. So, training here is tailored to the needs. At the second level, training is provided to human resources or young individuals in specialized institutions, schools, and institutes. This process occurs before employment. These institutions and schools attract young people and train them in specific fields such as the tourism industry, where they learn to handle modern technologies, digital languages, customer interactions, and stay updated with various developments in a specific field. This allows these individuals to be integrated or employed later in various institutions, such as hotels or guesthouses. The responsibility for preparing these specialized institutes and developing sectors falls on the authorities responsible for managing them. This will be further discussed in this article by highlighting the most important specialized institutes and schools adopted by Algeria to promote the tourism sector and contribute to providing qualified workers and competent human resources, after reviewing training as a process at the organizational level and its importance and stages.

4.Key Reasons Behind the Implementation of Human Resources Development (Training)

An organization resorts to the training of its employees and workers due to a combination of reasons, which can be highlighted as follows:

- Changing conditions of job performance or the methods used in its execution or the creation of new positions.
- The existence of specific deficiencies in performance.
- When the management desires certain individuals to acquire knowledge and skills to reach the desired level.

When the management decides to hire new individuals or transfer or promote existing ones. (Boudira, Hammoui,p.10).

5. The Importance of Human Resource Development at Both the Organizational and Individual Levels

Many organizations have started reviewing their training programs to achieve competitive advantages through what is known as high-quality training. Under this concept, there is a link between the results or outcomes of training programs and the strategic objectives of the organization. Therefore, the focus on the quality and effectiveness of training programs, compared to their costs, should be aligned with the organization's strategy, leading to achieving competitive advantages by meeting customer needs for products and services with the desired quality. Hence, the importance of training lies in benefiting institutions in the hospitality and tourism field at the organizational level or benefiting individuals, as follows:

5.1 Importance of Training for the Organization

- It contributes to increasing productivity and improving organizational performance, as providing employees with the necessary skills and knowledge to perform their tasks efficiently reduces wasted time and material resources used in production.
- It fosters positive attitudes among employees towards work and the organization.
- It clarifies the organization's general policies, thus enhancing employee performance by knowing the goals the institution expects from them.
- It helps renew and update information in line with the different environmental changes.
- It aids in building an effective foundation for internal communications and consultations, leading to the development of interaction methods between employees and management.

5.2 Importance of Training for Employees

- It helps employees improve their understanding of the organization and clarify their roles within it.
- It assists in resolving individual problems at work.
- It develops and nurtures motivation towards performance and creates opportunities for growth and development for employees.
- It helps reduce the stress resulting from a lack of knowledge or skills.
- It contributes to the personal development and well-being of employees (Moutalif , 2017, p. 236-237).

6.Types of Training

There are several types of training aimed at employees within an organization, and the selection of the appropriate type depends on the nature of its activities and the targeted group of employees (new employees, existing employees, technical staff, administrators). The desired objectives of the training process during service are determined by Rashad Ahmed Abdel Latif. Training can be categorized as follows:

6.1 Training Based on Timing

- a) Pre-service training: This occurs before an individual starts their job, especially in training centers.
- b) In-service training: This type of training takes place after an individual is already employed.

6.2 Training Based on Location

- a) In-house training: Training is conducted within the organization.
- b) External training: Training is conducted outside the organization.

6.3 Training Based on Objectives

- a) Training for knowledge renewal: This is done in response to changes and technological advancements.
- b) Skill-based training: Focuses on enhancing the ability to perform specific tasks and improving professional efficiency, particularly during promotions.
- c) Behavioral training: Aims at developing positive attitudes and changing negative habits, such as mistreatment, abuse of authority, and discrimination in treatment (Bouqtaf, 2013, p. 26-27).

7.Human Resource Training at the Organizational Level after Recruitment

The training process is considered one of the fundamental operations upon which institutions, including hotels and hospitality establishments, rely to enhance the performance of their human resources. This occurs after attracting and hiring the human resources, and the process involves several interconnected stages that cannot be overlooked or underestimated. The design of training is based on the typical training needs of employees, which necessitates evaluating performance and identifying training needs, designing the training programs, implementing and monitoring them. The stages of the training process for human resources are as follows (Jawad, 2014, p. 166).

7.1 Stage of Identifying Training Needs

This stage identifies a set of changes and developments required in employees' knowledge, experiences, skills, and behaviors based on the needs arising from the work to achieve specific goals. To determine the training needs, one must understand the current performance within the organization, define the desired performance level, and how to reach it (Mahmal, 2018, p. 206-207).

The importance of identifying training needs is:

1. It is the basis on which training programs are built and precedes any training work.
2. It is the indicator that directs training in the right direction
3. The workers are required to be configured and the type of training required of them and its duration.

This includes the process of identifying training needs, which serves as the foundation upon which the entire training process is built and upon which all elements depend (Jawad, 2014, p. 166).

7.2 Stage of Designing the Training Needs

After precisely identifying the training needs, the process of preparing and designing the training programs begins, ensuring that the programs achieve the desired objectives. This includes determining :

- The training program.
- Selecting the training methods.
- Defining the components.

7.3 Developing a System to Implement and Monitor the Training Program

This stage involves managing the training program, bringing it into operation, and ensuring its success or failure. It includes important activities such as setting the timeline for execution, the location, and daily monitoring of the proper implementation of the training program (Mahmal, 2018, p. 206-207).

7.4 Stage of Evaluating the Training Program

Evaluating the training program is the process of assessing its strengths and weaknesses to ensure the achievement of its designed objectives. It involves measuring the effectiveness of the program, the extent of its success in achieving the goals, assessing the efficiency of employees, and the changes brought about by the training. The evaluation process encompasses different aspects, including the components, the trainers, the conditions, and the results, and it takes place at all stages of the training process. The evaluation sub-stages include:

- a. Pre-training evaluation.
- b. Evaluation during the training program.
- c. Evaluation immediately after the training.
- d. Follow-up evaluation after a specific period following the training (Jawad, 2014, p. 166).

8. Tourist Training for Human Resources through Specialized Institutes and Schools in the Algerian Tourism Sector (Pre-Employment)

Tourism is one of the major sectors that provides employment opportunities, as it generates a significant workforce. It also contributes to creating direct or indirect employment through supporting different fields in tourism. Due to the importance of this branch for economic and social development, it was essential to promote and develop it. All countries, including Algeria, have made efforts to uplift this sphere, especially since they possess all the necessary elements to attract tourists and visitors from around the world. To achieve this, Algeria has focused on nurturing and training its human resources in the tourism field by adopting a series of procedures and establishing various institutes aimed at developing the skills of the personnel and aligning the training system with the requirements of the tourism industry. This training takes place before individuals enter the employment base, providing them with education and skills in hospitality through specialized training centers or enrolling them in higher schools of tourism to guide and equip them for future work in the service and hotel industries (Hashmaoui, Boukalachi, 2016, p. 18-24).

Regarding the training process in the Algerian tourism sector, it is essential to highlight the key educational institutions and centers that the regulatory authorities have established to train young people and human resources for future utilization in tourism establishments. These institutes and centers supply qualified human resources at various levels, helping to improve the services sector and elevate its standards, ultimately contributing positively to the overall tourism sector. The important institutions in the Algerian tourism aspect include:

8.1 Tourism Training Institutions in Algeria and their Pedagogical Capabilities

Algeria has a group of 181 schools and tourism training centers specialized in hotel and tourism studies, divided as follows:

- National Higher School of Tourism (Algiers).
- National Institute of Hotel and Tourism Technologies (TiziOuzou).
- Annex to the National Institute of Hotel and Tourism Technologies (Tlemcen).
- Hotel and Tourism Center (Boussaada).
- 141 training centers under the Ministry of Vocational Training and Employment.
- 36 training centers under the private sector approved by the Ministry of Tourism and Traditional Industries.
- The aforementioned institutions have vocational training centers and private centers, equivalent to 880 pedagogical seats, divided as follows:

1. 200 pedagogical seats, equivalent to 23%, affiliated with the National Higher School of Tourism.
2. 300 pedagogical seats, equivalent to 34%, affiliated with the National Institute for Hotel and Tourism Technologies.
3. 80 pedagogical seats, equivalent to 09%, are affiliated with the annex of the Institute for Hotel and Tourism Technologies.
4. 4200 pedagogical seats, equivalent to 23%, are affiliated with the Hotel and Tourism Center (Sahraoui, Nasreddine, 2016, p. 236)

Based on the available information, it can be stated that both the National Institute for Hotel and Tourism Techniques in TiziOuzou (INHTT) and the Center for Hotel and Tourism in BouSaada (CHT) hold a leading position in the ranking of specialized centers and institutes in the tourism sector. This is due to their provision of the largest share of educational seats, with 300 seats for each unit, out of a total of 880 seats.

Algeria has also worked on implementing other projects, as these institutes and centers cannot fully address the shortage in this sector regarding the training of human resources and providing the sector with qualified personnel who can contribute to the improvement of tourism services. Among these projects is the National Institute for Hotel and Tourism Techniques in AinTémouchent (for training senior technicians), which offers approximately 400 seats, benefiting from it in 2013. Additionally, there is the project for the new National School of Tourism, which will be established in Tipaza and is planned to offer 1,200 educational seats (Hachmaoui, Bouglachi, 2016, p. 23- 25).

As for the statistics provided regarding the number of trained human resources during the period between 1970 and 2011, the total number reached 8,231 individuals, divided as follows:

1. 1,145 individuals holding a Bachelor's degree, which represents 14% (196 individuals specialized in tourism, 275 in hospitality, 47 tourism inspectors, and 636 in hotel and tourism management).
2. 4,141 individuals holding a Higher Technician Certificate, representing 50% (702 individuals specialized in reception, 1,461 in restaurant management, 1,607 in kitchen management, and 371 in tourism).
3. 2,936 individuals holding a Technician Certificate, representing 36% (601 individuals specialized in reception, 1,095 in restaurant management, 1,182 in kitchen management, 42 in pastry, and 13 in tourism).

From the statistics presented, it can be concluded that, throughout the mentioned period, Algeria trained 1,154 individuals in hotel and tourism management, 130 in reception and hospitality, 255 in restaurant management, 2,834 in kitchen management, and 384 in other tourism professions such as tour guides. These numbers reflect a significant deficiency in the outputs of training institutions in terms of the number of trained individuals by the end of 2011. (Sahraoui, Nasreddine, 2016, p. 237).

This issue has been attributed to several factors and reasons, including:

- The fact that some training facilities in the tourism sector have remained unchanged since their establishment and do not ensure coverage of all regions in the country in terms of tourism training.
- The content of the educational programs in training institutions related to the tourism sector has proven to be outdated and not in line with the developments in the tourism field both locally and internationally.
- Inadequate pedagogical supervision in terms of both quantity and quality. (Hachmaoui, Bouglachi,2016, p. 26).

9. Training and Its Role in Enhancing the Quality of Hotel Services in Tourist Establishments

The adoption of training in the tourism sector yields various benefits and effects, such as:

- Enhancing the quality of tourist services, ensuring consistent performance, employee satisfaction, and organizational commitment.
- Linking training with improving employees' self-esteem, aligning products and tourist services, and enhancing guest satisfaction in tourist destinations.
- Contributing to cost reduction and proper utilization of technology by employees.
 - Increasing the ability to meet the needs of the target market.
 - Acquiring a qualified workforce.
 - Improving awareness and team spirit within the organization.
 - Maximizing job satisfaction and loyalty to the organization.
- Moreover, training significantly contributes to improving the overall quality of services provided, especially in the hospitality and tourism fields. Quality tourism services remain a critical factor in enhancing the competitiveness of organizations and tourist destinations. (Sahraoui, Nasreddine, 2016, p. 233, 234).

10. Conclusion

Based on the foregoing, we can say that the development of the tourism sector in Algeria does not rely solely on natural qualifications and resources. Rather, it requires the focus of those responsible for this sensitive sector on efforts to qualify and train human resources. The training of these resources is a crucial aspect that countries rely on to promote their tourism sector by creating employment opportunities for many individuals.

Despite the importance of this process, it has been evident from the aforementioned information that the tourism sector in Algeria suffers from deficiencies and shortcomings concerning the training of its human resources. The presented figures and statistics highlight a shortage in the training of this vital resource. The existing reality also indicates the level of services provided by hotel

establishments, which heavily depend on employees and human resources with low skills. This can be attributed to the lack of supervision, limited institutions responsible for training these resources, and limited availability of training opportunities. Furthermore, the majority of these institutions are concentrated in the northern regions, leading to a lack of tourism competence in providing services in the southern regions, despite the importance of tourism in generating significant revenues for the country.

In addition, there is a lack of renewal and modernization in many tourism training facilities and institutes in Algeria. The educational curricula used in the training process are outdated and traditional, failing to keep up with global and local developments. The shortage of trainers and their lack of quality in the training process further exacerbates the situation. Additionally, many hotel managers opt not to subject their workforce to training, which reflects the quality of services provided by their establishments.

All these factors prompt the Algerian government and those responsible for the tourism sector to focus on improving this area and promoting it. This can be achieved through the collaboration of all stakeholders, governmental and private entities alike. Key steps include restoring the importance of human resources training in hotel establishments, increasing the number of specialized centers and institutes in the tourism field, and distributing them across various regions of the country. It is also essential to review the educational programs offered in these institutes and align them with the various developments in the field. The training of professors and employees at hotels and establishments should also be continuous and updated to meet the requirements of the modern era and the developments in this sector. Practical and technical internships should be encouraged as well.

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