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The Role of Human Capital Investment in Developing Individual Performance - A Field Study at Hihayi Abdelmajid Qais Hospital, Khenchela Province

دور الاستثمار في رأس المال البشري في تطوير الأداء الفردي - دراسة ميدانية بمستشفى حيحي عبد المجيد القيس، ولاية خنشلة

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ABSTRACT:

This study examines the role of investment in human capital in enhancing individual performance within healthcare institutions, with a particular focus on the Haihi Abdelmajid Kaïs Hospital in Khenchela Province. The research aims to explore the relationship between human capital investment—through training, professional development, and motivation—and the performance of individuals within the healthcare institution. The descriptive-analytical method was employed by distributing questionnaires to 150 employees from various categories within the hospital, in addition to conducting interviews with administrators. The results revealed a positive relationship between training and professional development and individual performance, as well as between motivational strategies and individual performance. Moreover, the findings showed that increased investment in training and development enhances staff efficiency and leads to improved quality of healthcare services. The study recommends increasing investment in training programs, developing innovative motivational strategies, and integrating technology into training processes.
Keywords: Human Capital; Human Capital Investment; Performance.

الملخص:

تتناول هذه الدراسة دور الاستثمار في رأس المال البشري في تحسين أداء الأفراد داخل المؤسسات الصحية، مع التركيز على مستشفى حيحي عبد المجيد قايس بولاية خنشلة. تهدف الدراسة إلى استكشاف العلاقة بين استثمار رأس المال البشري، من خلال التدريب والتطوير المهني، والتحفيز، وأداء الأفراد داخل المؤسسة الصحية. تم استخدام المنهج الوصفي التحليلي من خلال توزيع استبيانات على 150 موظفًا من مختلف الفئات في المستشفى، بالإضافة إلى المقابلات مع المسؤولين. أظهرت النتائج وجود علاقة إيجابية بين التدريب والتطوير المهني وأداء الأفراد، وكذلك بين استراتيجيات التحفيز والأداء الفردي. كما أظهرت النتائج أن زيادة الاستثمار في التدريب والتطوير يعزز من كفاءة العاملين، ويؤدي إلى تحسين جودة الخدمات الصحية. وتوصي الدراسة بزيادة الاستثمار في برامج التدريب، وتطوير استراتيجيات تحفيزية مبتكرة، واستخدام التكنولوجيا في التدريب.
كلمات مفتاحية: رأس المال البشري؛ استثمار رأس المال البشري؛ الأداء.

1- Introduction:

Since the dawn of humanity, people have strived to improve their lives in all aspects, building achievements that demonstrate their ability to advance and develop. Human capital plays a significant role as a key element in supporting the production and construction processes, considered the primary productive element in economic and social development.

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The age of technology and knowledge has confirmed that the decisive and effective element is the educated individual, capable of continuous learning and possessing multiple skills. Development stems from nations that prioritize individual education, whereas nations that fail to invest in their human resources remain stagnant, posing risks, especially with the daily advancements in science and technology.

Given the global technological and globalization developments, the focus has shifted towards human capital investment. Everyone has realized that the path to progress, development, and catching up with global standards hinges on one crucial element: the human being, possessing physical, intellectual, and mental capabilities. An individual is no longer just a worker but a form of capital, essential for achieving productivity and profit.

If human resources are well-directed and provided with adequate education, knowledge, training, and motivation, this will inspire good performance, increase opportunities for initiative, and enhance noble contributions. All of this positively impacts the institution and its field of excellence.

The performance of an institution is closely tied to the performance of its individuals. Achieving high performance levels depends on the interaction and alignment between employee motivation and their ability to perform. In other words, efforts to support and motivate individuals for outstanding performance will be futile unless they possess the necessary skills, knowledge, and capabilities to carry out their tasks.

Human capital is a critical element in the economic and social development of any society. For this reason, many countries, especially advanced ones with different political and economic systems, strive to develop this element through various means, primarily through education and training, which enhance the knowledge base of human capital.

Healthcare institutions are among the most important sectors that heavily depend on human competency to achieve their goals of providing high-quality healthcare services. Human capital in these institutions involves the knowledge, skills, and experience of the individuals working within the healthcare system. The human element is considered the foundation for improving performance and achieving excellence in service delivery.

In the context of technological advancements and growing pressures on Algeria's healthcare system, investing in human capital has emerged as a key factor in improving both individual and collective performance within healthcare institutions.

This study aims to shed light on the role of human capital investment in improving individual performance at Hihayi Abdelmajid Qais Hospital in Khenchela, by analyzing the relationship between investment in individual training and development and employee performance. Additionally, the study seeks to assess the impact of motivational policies on increasing productivity and achieving quality work in a healthcare setting.

Algerian healthcare institutions face several challenges, including weak training programs, skill shortages in certain areas, and the absence of effective employee motivation strategies. The main problem addressed in this study is:

How can investment in human capital through training, professional development, and motivation improve individual performance within healthcare institutions?

The study aims to analyze this relationship in a field setting at Hihayi Abdelmajid Qais Hospital and identify the factors influencing individual and collective performance in this context. Hypotheses: Based on the study's problem and the previous research questions, the following hypotheses are proposed:

- Hihayi Abdelmajid Qais Hospital adopts the idea of investing in human capital through training.
- Human capital is one of the most important resources for enhancing individuals' skills and capabilities.
- The hospital is highly concerned with improving individual performance.

Study Objectives:

- To study the impact of human capital investment on individual performance in healthcare institutions.
- To analyze the role of training and professional development in improving employee efficiency at the hospital.
- To examine the relationship between motivation strategies and individual productivity.
- To propose strategic recommendations for improving human capital investment in Algerian hospitals.

Study Concepts:

Definition of Human Capital: Human capital is defined through various interpretations, with early discussions of the concept emerging in the writings of economists such as Jacob Mincer (1958), Schultz (1961), and Gary Becker (1964). Some researchers trace the origins of the human capital concept back to Adam Smith in the 18th century, when it was used to highlight the importance of labor in contributing to economic production.

One of the prominent definitions is provided by the renowned economist Alfred Marshall (A. Marshall), who described human capital as an asset that must be invested in for the benefit of human potential and creativity. Human capital involves not only the intellectual and physical abilities of workers but also the opportunities to discover, analyze, and innovate to manage other forms of capital, such as natural and financial capital.

In a more modern sense, Kendrech defines human capital as intangible capital accumulated through investments in education, research, and training (Mberghini, 2009). In addition, Schultz (1961) emphasizes human capital as the aggregate of human potential that can be harnessed in exploiting all available economic resources, including the cognitive abilities and educational levels of individuals, which ultimately shape a nation's productivity.

According to Fernandez et al. (2004), human capital is the sum of the knowledge possessed by an organization’s employees. The UNDP (2003) defines human capital as “the skills, knowledge, and abilities that employees acquire through education and experience, which contribute to their productivity.”

Thus, human capital is concerned with the knowledge and capabilities of individuals and how these can be utilized for organizational management. It is challenging to measure since it deals with intangible, non-material aspects. However, recent conferences and seminars have aimed to better understand and apply human capital theory to practical settings, helping organizations achieve better efficiencies.

Definition of Human Capital Investment: Human capital investment is defined as "the set of concepts, knowledge, and information on one hand, and the skills, experience, and performance elements on the other hand, along with attitudes, behaviors, and values, which a person acquires through formal and informal education systems. These investments contribute to improving productivity, thus increasing the benefits and rewards derived from an individual's work" (Mohamed & Amhamed, 2009).

Additionally, the ECOSOC (United Nations Economic and Social Council) defines human capital investment as "a process of developing the skills, knowledge, and abilities of individuals who contribute, or could contribute, to the economic and social development of a country. This does not only apply to the working population but also to individuals actively engaged or those who can engage in the development process" (Hassan, 2002).

Schultz (1961) highlights human capital investment as covering diverse fields such as health services, vocational training, formal education, adult education, and labor migration, all of which have economic outcomes that help increase productivity. For example, health services, such as nutrition and shelter, are vital investments in poorer countries, as food is considered an essential productive asset.

Lothgren further defines human capital as including innovation, specialized competence, and social competence. Innovation refers to the ability to provide new solutions instead of relying on traditional methods. Specialized competence refers to the knowledge and expertise required to perform jobs effectively, while social competence involves the ability to interact with others, crucial for collaboration and achieving desired outcomes within an organization (Lothgren, 1999).

Thus, human capital comprises skills, knowledge, experience, and qualifications, highlighting the importance of human capital theory in organizations. Investment in education and training improves individuals' skills, making them more productive. According to Becker, "Education increases productivity primarily by providing workers with critical skills that contribute to organizational development, supporting the idea that human capital can be developed through investments in education, training, and continuous learning" (Saeed, 2021).

Characteristics of Human Capital Investment: Human capital investment, embodied in individuals, includes characteristics that distinguish it from physical investments, as follows:

- Personal Nature: Investments in training and education are directly related to the individual, involving selection, recruitment, and specific investment decisions. Therefore, these investments are non-divisible and cannot be transferred between individuals. They are personal investments that depend on the individual's alignment with a specific investment at a given time.
- Time Limitations: Human capital is represented by unique, individual human resources, and the potential for its accumulation is limited. This accumulation is influenced by a range of moral

factors, including an individual's physical and intellectual state over time. The timing of the accumulation of human capital is crucial for the return on investment, which links the institution's benefits to the individual's lifespan, where an ideal level of human capital accumulation exists, progressing over time.

- Uncertainty: Investments in human capital can be difficult to measure, as the outcomes of such investments are uncertain. While organizations focus on tangible phenomena like educational levels and training programs, the social interaction aspect of human capital makes it harder to quantify the results of such investments. Social dynamics introduce unpredictability into the outcomes of human capital investment (Boudissa, 2020).

These insights contribute to the understanding of how human capital investments impact individual and institutional performance, emphasizing the importance of continuous development and the intangible nature of human potential.

.6 / Definition of Performance and Its Determinants:

The concept of performance is widely discussed in research related to organizational and institutional management. However, each researcher or theorist tends to define it from a specific perspective.

- Linguistically: Performance is derived from the verb "to perform," meaning to carry out one's duty or task (Noufel, 1979, pp. 78-79).
- In terms of definition: Mahmoud Khlada, in his book "Modern Trends in Administrative Leadership," defines performance as the level at which an individual accomplishes the tasks assigned to them, in terms of effort, quality, and achieved outcomes, while also aiming to minimize the costs of the resources used (Amira & Rukiya, 2014, p. 09). Performance is also defined as the manner in which employees carry out their tasks during production processes and associated activities, using available production resources to meet the set goals within a specific time frame (Al-Ma'ajem Al-Ma'ani Al-Jama'a).
- Ecosip defines performance as the ability to complete tasks (Ecosip, 1999, p. 16), while Yves Emery defines it as achieving specific results (Yves & François, 1999, p. 54).
- A. Kherakhem sees performance as the execution of a task or the completion of an activity aimed at achieving preset goals (Khlada, 2002, p. 242).

Thus, performance in these definitions focuses on the completion of tasks and activities, as assigned by superiors, to achieve the predetermined objectives through planned competencies. In this sense, performance is about achieving goals effectively and efficiently using available resources.

Components of Performance:

There are two key components that shape performance:

- Effectiveness – achieving the desired goals.
- Efficiency – minimizing the costs associated with achieving these goals, aligning with performance standards (Khanchour, 1978, p. 09).

In essence, performance can be viewed as the intellectual and physical effort exerted by an employee in their role, in return for a specified reward or outcome. From these definitions, we can extract the main determinants of performance, which are as follows:

Determinants of Performance:

1. Individual Motivation: The individual must be motivated to work, and this motivation can range from strong to weak. Motivation affects the level of excitement, direction, and persistence of behaviors related to the workplace. A key goal of management is to activate and channel this motivation into productive behavior that aligns with organizational objectives.

2. Ability to Perform the Assigned Task: Individuals must have the necessary capabilities to perform their assigned tasks. Capabilities are the personal attributes and skills that individuals use to perform their work effectively. Acquiring these capabilities can be achieved through training and learning. An individual's ability is fundamental to improving results by acquiring relevant knowledge and understanding the requirements for completing tasks correctly.

3. Role and Position Awareness: It is essential for an individual to understand their role and status within the organization. There are cases where employees exert extraordinary effort but may not receive recognition or may not perform effectively due to a lack of role clarity (Hamdouche Ahmed, 1992, p. 135).

These factors interact with one another. Performance is not solely determined by a single factor but by a combination of these determinants. If these factors are positive, the result will be high performance, but if these determinants are weak, performance will be low. Therefore, job performance results from the interaction between ability and motivation, where each of these factors plays a key role. If individuals possess high capabilities but lack motivation, the relationship between ability and job performance is diminished.

3.7 / Factors Affecting Performance and Its Standards:

Various factors influence performance. Below is a summary of the most important ones:

Human Element: The human element is the most important resource in any organization. The development of the organization depends on the quality of its human resources – their skills, knowledge, and ability to work cohesively within teams. The level of attention given by the organization to developing its human capital, motivating its employees, and fostering collaboration plays a vital role in enhancing performance.

Key factors related to the human element include:

- Demographic Composition: The age and gender of employees can impact energy levels, expertise, and performance. Younger workers tend to be more energetic, while older workers bring experience and skill.
- Qualification Levels: The qualification of employees, their abilities, and their capacity to perform their jobs effectively.
- Job Fit: The compatibility between the qualifications of the employees and the positions they hold, along with the technology they use.
- Social and Professional Relationships: The work environment and interpersonal relationships between supervisors and subordinates significantly impact performance.

The management is responsible for planning, organizing, coordinating, and overseeing all resources to influence organizational activities. Hence, the management plays a critical role in improving performance within the institution.

1. Organizational Structure: The organization of tasks, responsibilities, and job roles based on individuals' specialized skills directly impacts performance. The degree of flexibility and adaptability in the organization's structure to accommodate changes in work processes, technology, and incentives is also crucial for performance improvement.

2. Work Environment: An individual's work environment, including organizational practices like regular attendance, minimizing absenteeism, and reducing accidents, is a key factor. A negative work environment can be detrimental to employee morale and productivity.

3. Nature of the Work: The nature of the work performed and the position occupied by the employee are essential. When the individual's job aligns with their interests and provides opportunities for growth and advancement, motivation increases, leading to better performance. A high level of job satisfaction correlates with a stronger sense of loyalty and commitment to the organization.

Technical Factors: Technological tools, equipment, communication channels, and work methodologies have a significant impact on performance. Key technical factors include:

- The type of technology used in both core tasks and information processing.
- The ratio of machinery to human workers in the organization.
- The design and layout of the workplace, including warehouses, workshops, and equipment.

Performance Standards:

To measure and enhance performance, certain criteria are used. These standards include:

- Leadership: Measures the organizational leadership's ability to set values, expectations, and guide future performance. It also evaluates how well leadership promotes innovation and employee engagement.
- Strategic Planning: Assesses the organization's ability to formulate and execute strategic plans.
- Consumer and Market Focus: Measures how well the organization understands and meets customer and market needs.
- Information and Analysis: Evaluates how effectively the organization analyzes its internal performance and supports decision-making with information systems.
- Human Resource Development: Measures how the organization leverages its human resources for competitive advantage through training and employee satisfaction.
- Operations Management: Assesses the efficiency of operational processes, including the management of products, services, and key client relationships.
- Results: Measures the tangible outcomes of the organization's activities, including consumer satisfaction, financial results, market position, and employee performance (Abdelhalim, 2011-2012, p. 20).

7 / Characteristics of Human Capital:

The practical reality of organizations has proven that their future success is closely tied to the human capital they possess. Human capital encompasses ideas that reflect an organization's ability to innovate and renew itself, which is now the cornerstone of its survival in the business world. As organizations enter the era of technology, it becomes imperative to renew their human capital and learn how to convert it into profits, developing strategic plans that lead to competitive advantages and sustainable growth. Therefore, human capital has several key characteristics, including the following:

1. Specificity of Human Capital: Human capital is inseparable from its owner; it is always attached to the individual in time and space. It cannot be created without the active and personal participation of individuals. Its specificity stems from the decision made by the individual to invest in their education and training, bearing the associated costs in exchange for higher future returns. This form of capital requires personal commitment and the sacrifice of present financial rewards for future, more substantial gains.

2. Limitation of Human Capital: The potential to accumulate human capital is closely tied to an individual's physical and intellectual abilities. Since the cost of investment in human capital increases over time, the return on investment is limited by the individual's life cycle. This limitation is tied to the willingness of the individual to forego current financial benefits in exchange for higher financial rewards in the future.

3. Immaterial Nature of Human Capital: Human capital is intangible and cannot be easily seen or quantified at first glance. At the beginning of an employment relationship, organizations cannot immediately assess the true capabilities and potential of their employees. Only over time, through educational certifications, experiences, and professional achievements, can their true abilities and competencies become apparent. Knowledge, skills, and experience accumulate over time, making them visible through performance and productivity.

4. Non-transferability of Human Capital: Although individuals can lease their human capital to an employer, it cannot be sold as physical assets can be. Human capital cannot be transferred directly to another party, and the return from it is dependent on the individual's continued presence and contribution.

5. Perishability of Human Capital: Unlike traditional physical capital, human capital cannot be consumed in the usual way. It can only be lost through death, which makes it a unique form of capital with inherent risks. If a key person with significant human capital exits an organization, their loss can pose a significant risk to the organization.

6. Time-Intensive Investment: Investing in human capital requires a long time, especially compared to investing in physical capital. This investment often spans many years, starting from education and training to experience and expertise accumulation (Hassiba, 2008-2009, p. 18).

Human Capital in Knowledge-Based Organizations:

Human capital in knowledge-driven organizations has distinct characteristics, such as:

1. Cumulative Growth: Human capital increases through use and self-generation. Knowledge becomes more efficient and refined the more it is applied. This contrasts with structural capital, which

tends to degrade over time, as explicit knowledge embedded in systems, procedures, and regulations becomes outdated. Over time, human capital grows through experience, learning, and interaction with others, and this process contributes to the organization's continuous knowledge accumulation.

2. Knowledge: The lifecycle of human capital (regardless of the age or production period of the knowledge holder) extends beyond that of products, processes, or technology in an organization. This is because knowledge and expertise in human capital are passed from one person to another, continuously renewing the collective intellectual capacity of the organization.

3. Skills: Human capital is the most dynamic form of capital within a knowledge-based organization. It is continuously revitalized, generating value for the organization. The risks associated with human capital, such as talent depletion, lack of loyalty, or turnover, can threaten the organization if not managed properly (Aboud, 2010, pp. 141-142).

5.8 / Dimensions of Human Capital and Its Components:

The importance of investing in human resources is underscored by various dimensions, as noted by Shaltout (2009, p. 25). These dimensions include:

1. Cultural Dimension: The increase in the educated workforce plays a vital role in societal development. It enhances the individual's knowledge, commitment to their religious beliefs, heritage, language, and values. Educated individuals tend to be more aware of their surroundings and their place in society, which contributes to national development.

2. Economic Dimension: Human capital drives economic growth. Through trained and skilled human resources, organizations can execute economic development programs that contribute to the national economy by producing goods and services. As human capital improves, so does productivity, contributing to economic growth.

3. Social Dimension: Education enhances an individual's mental and intellectual abilities, shaping their behavioral patterns and fostering balanced social interactions. It contributes to understanding social issues and strengthens familial and societal bonds. A well-developed human capital base enhances individuals' abilities to understand and resolve societal issues.

4. Scientific Dimension: Human capital fosters the creation of educated professionals who are capable of research, innovation, and development. These professionals contribute to societal progress through technological advancements, driving changes in various fields of life and improving living standards.

5. Security Dimension: Investing in education and training reduces unemployment and increases the economic and social stability of individuals and communities. A highly educated workforce can contribute to maintaining social order and ensuring security, leading to a more stable society.

Components of Human Capital (as discussed by Al-Dulaimi, 2014, and Al-Ajmi, 2010):

Human capital can be broken down into three core dimensions:

1. Worker Capabilities: This includes the organization's strategic management, the ability to learn, the effectiveness of training programs, and employee empowerment.

2. Employee Creativity: This refers to the ability of employees to innovate, generate new ideas, and apply those ideas to create value for the organization.

3. Employee Attitudes: This encompasses the alignment of employee attitudes with the company's values, job satisfaction levels, employee turnover rates, and average tenure.

Other Elements of Human Capital (as described by Ibrahimi, 2013):

Human capital consists of:

- Competencies: A combination of knowledge, attitudes, and behaviors.
- Experiences and Expertise: Practical and theoretical knowledge gained through work and education.
- Qualifications: Information acquired through formal education, training, and professional development.

9. Areas of Investment in Human Capital:

Given the significance of human capital, organizations must strategically invest in its various facets, including recruitment, development, and retention. Investment in human capital boosts knowledge, skills, experience, behaviors, and productivity. The following table summarizes key areas for human capital investment:

Area	Concept	How to Invest
Attracting Human Attracting Human Capital	The organization's ability to search for advanced expertise and rare skills, and to Attracting Human Capitalattract them to work within the company.	- Search for advanced expertise. - Attract high-tech skills. - Ensure availability of information systems that facilitate recruitment.
Developing Human Capital	The methods used by the organization to develop and enhance employees' knowledge and skills.	- Education. - Training.
Retaining Human Capital	The ability of the organization to retain rare and capable resources that can innovate and create new products.	- Material and moral incentives. - Administrative empowerment policies. - Ensuring employees' health. - Reducing job alienation.

Source: (Khalifi & Guaderia, 2014, p. 175)

10/ Determinants of Human Capital Investment:

The process of human resource development is closely linked to two interrelated and complementary aspects: the first pertains to acquiring knowledge, skills, and qualifications, forming the qualification aspect, while the second concerns employment-related issues, forming the employment aspect. These two components together constitute the main determinants for human capital investment. These include:

1. Planning: Planning involves laying down the necessary foundations to build individuals' capabilities and determining their needs for scientific, cultural, and professional knowledge. It outlines effective methods and means to provide these needs over a specific time frame.

2. Development: Development forms the organizational and executive framework that translates planning goals into action. It includes providing educational and training institutions that contribute to the comprehensive development of human resources, including enhancing cultural, intellectual, and scientific skills, ultimately preparing individuals to be productive citizens.

3. Employment: Employment involves providing job opportunities for the trained and qualified workforce. Through education and training programs, individuals' acquired skills can be utilized to produce goods and offer services to meet societal needs.

Thus, these three determinants—planning, development, and employment—are crucial and interconnected for achieving effective development and a sound investment in human capital (Abd El-Mohsen & Abd El-Hamid, 2001, p. 423).

11 / Relationship Between Human Capital and Individual Performance:

Before delving into the relationship, it’s important to identify key indicators for measuring human capital. According to Yusuf Ahmed and Jaser Abdel Razak (2011), human capital indicators include:

1. Employee Capabilities:

- Strategic leadership of the organization
- Employee quality
- Employee learning ability
- Training efficiency
- Employees' involvement in decision-making.

1. Employee Creativity:

- Creative and innovative abilities of employees
- Revenue generated from employees' novel ideas.

2. Employee Attitudes:

- Alignment of employee attitudes with the organization’s values
- Employee satisfaction levels
- Employee turnover rate
- Average tenure within the organization.

Modern management increasingly focuses on making the most of the available information within the organization and the inherent expertise in the minds of employees (human capital). Thus, the optimal investment in human capital helps transform it into a productive force, enhancing individual performance and overall organizational effectiveness.

Many view human capital as the intellectual capacity and experiences necessary to solve problems, improve internal processes, and drive innovation. For an organization to succeed, it depends heavily on how well it invests in intellectual capacities. Knowledge transfer and its application become essential in enhancing human capital, leading to outstanding individual performance (Jaber, 2016-2017, p. 52).

As organizations realize that success is deeply tied to individual skills and competencies, there has been increasing awareness among managers about the necessity to invest in workforce development. This is often achieved through training programs, workshops, and the improvement of both technical and interpersonal skills. These initiatives result in higher employee satisfaction, productivity, and loyalty, with employees aspiring to higher positions as they see room for growth and development within the organization.

Organizations prioritize performance development through strategic human capital investments, considering it essential for their survival and continued success. They use the most effective management and scientific methods to achieve organizational goals. This increasing focus on human capital reflects its role as the true wealth of nations, fostering innovation, competitiveness, and the overall progress of the organization.

Field Study: Hiyahi Abdel Majid Qaiss Hospital

1. Study Methodology:

To achieve the study's objectives, the descriptive and descriptive-analytical approaches were employed. These methods allow for the systematic description and analysis of the phenomenon being studied, including the collection and interpretation of data from surveys related to the role of human capital in individual performance development.

2. Study Sample:

Surveys were distributed to a random sample of 150 employees, including doctors, nurses, and administrative staff, within the hospital. The data was analyzed using the SPSS software.

3. Data Collection Tools:

- Human Capital Questionnaire: This questionnaire includes questions designed to measure the extent to which the hospital invests in human capital, including training, development, and motivation.
- Individual Performance Questionnaire: This includes questions that assess individual performance levels, focusing on productivity, efficiency, and the quality of work.
- Interviews with Administrators: Interviews were conducted with human resource managers to gain additional insights into the hospital's training and motivation strategies.

Field Analysis:

The data was analyzed using SPSS to examine the relationships between various variables. Statistical tests included frequency analysis and Pearson's correlation coefficient to test hypotheses concerning the relationship between human capital investment and individual performance.

Results:

The analysis revealed the following findings:

Variables	Training & Development	Motivation & Rewards	Individual Performance
Training & Development	1.00	0.65	0.72
Motivation & Rewards	0.65	1.00	0.80
Individual Performance	0.72	0.80	1.00

Note: The positive correlation between training & development and individual performance indicates that increased investment in training positively impacts individual performance. Additionally, the strong relationship between motivation & rewards and performance suggests that reward strategies significantly contribute to increased productivity and effectiveness.

Discussion of Results:

1. Training & Professional Development: The results show a positive correlation between training and individual performance, implying that more investment in training programs leads to

skill enhancement and increased workplace efficiency. Employees who received continuous training showed better performance in healthcare tasks and decision-making.

2. Motivation & Rewards: There was a strong relationship between motivation, rewards, and individual performance, showing that employees who feel valued and receive both material and non-material incentives are more motivated to perform their tasks effectively.

Recommendations:

- Increase Investment in Training and Development: Algerian hospitals should continue to enhance training programs, particularly focusing on developing both technical and administrative skills.
- Enhance Motivation Strategies: Innovative reward programs, including both financial and non-financial incentives, should be introduced to motivate employees and increase their commitment to high-quality work.
- Leverage Technology for Training: Utilizing modern technology to create online training platforms would allow employees easier access to educational materials, enhancing their skills and knowledge.
- Regular Performance Assessments: Conduct regular evaluations of individual and team performance, using these assessments to design tailored development programs for employees.

Conclusion:

The study's results suggest that investing in human capital through continuous training and effective motivation strategies is crucial for improving individual performance in healthcare institutions. These strategies can lead to improved healthcare quality and help organizations achieve their goals. Based on these findings, Hiyahi Abdel Majid Qaiss Hospital, as well as other Algerian healthcare institutions, should strengthen their human capital development policies to ensure sustained and excellent performance.

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