Article

ETCS as an Effective Tool to enable HRM to fulfill the Requirements of CSR in the Field of Employee Training: An Innovative Design and Specific Requirements

Younis A. Battal Saleh [1,*]

[1] Training Department in HRM of General Electricity Company "GECOL", Benghazi, Libya

*Correspondence: Younis A. Battal Saleh (battalsaleh@yahoo.com)

Abstract: Purpose: There are specific requirements to fulfill CSR in the field of the training function, which can be deduced through a deep understanding of the meaning of CSRs (specifically, economic and ethical responsibilities). Those requirements must be included in the Electronic Training Card System (ETCS) to enable HRM in large organizations to adhere to its social responsibilities in the field of the employee training function. Therefore, this study aims to identify the needs of CSR in the field of training function and indicate how to include them in ETCS, in addition to identifying the necessary requirements for adopting of ETCS in business establishments. **Method:** The researcher adopted the following two concepts: 1) The concept of optimal use of economic resources (corporate economic responsibility); 2) The concept of fair opportunities for all (corporate ethical responsibility) in describing and specifying the items of criteria for measuring the effectiveness and efficiency of HRM in performing its job duties in the field of training. To design ETCS and include those requirements " items" in it, the researcher relied on his diligence and skill in the field of designing electronic systems. **Results:** The study identified items of criteria for measuring the effectiveness and efficiency of HRM in performing its job duties in the field of training in a manner consistent with the requirements of CSR. The study was also able to design ETCS that will enable HRM to fulfill the requirements of CSR in employee training and determine the requirements for its application in institutions. **Originality/Value:** According to the researcher's vision, ETCS proposed in this study will enable HRMs in business institutions to adhere to their CSRs in the field of employee training- especially economic and ethical, because of its harmonious design with CSRs requirements.

Keywords: Corporate Social Responsibility; Effectiveness and Efficiency; Electronic Training Card System; Administrative Distortions; Training and Development; HRM

Abbreviations: Corporate Social Responsibility\ Responsibilities (CSR\CSRs). Human Resource Management\ Managements (HRM\HRMs). Electronic Training Card System (ETCS).

1. Introduction

In our contemporary world, the environments (on the political, economic, social and technical levels) in which organizations operate are changing and unstable. The instability of those environments affects negatively and positively the performance of those institutions. The performance of institutions is directly affected by the continuous development in the field of technology, the diverse desires and capabilities of stakeholders, and the changing political, economic and social circumstances from time to time. The success or failure of those institutions in passing these conditions and operating in their unstable environments will always depend on the ability and qualification of their human resources, which must be constantly updated (equipped with the knowledge and

skill required to perform job duties in all circumstances). Therefore, to avoid poor performance and work in all conditions imposed by the surrounding environment, those institutions will be forced to reconsider the structure of human resources skills and knowledge and develop their capabilities. HRMs have become interested in developing the skills and knowledge of human resources and preparing them in a way that enables them to work and achieve the goals of the institutions in which they work [2, 3]. Developing and updating the knowledge of workers in institutions and refining their skills through training courses have become a necessity to achieve goals in light of the rapid developments in technology and production methods and the unstable political, economic and social conditions in which those institutions operate [30, 18]. Rational management in most contemporary organizations has adopted a policy of qualifying and developing human resources as one of the powerful influences that achieve a competitive advantage, especially with the entry of the twenty-first century that focuses on the knowledge economy, considering that individuals armed with scientific knowledge and professional skills are the driving force for the survival and continuity of organizations [7, 10]. In view of the intensification of competition in the global market -" and because survival is and has always been for the fittest and the most capable of exploiting its available resources and achieving competitive advantages," in light of economic openness, free trade, and globalization, financial, material, and even technological resources became available to everyone. No one could monopolize them, so they were no longer the fertile fields for excellence and competition. Hence, organizations focus on investing in one of their most important resources, which is human resources, to achieve competitive advantages for them [7]. In large institutions with enormous economic potential, the training function has evolved to be a continuous activity supporting the strategic approach implementation of those institutions. Qualified and trained cadres have become part of the necessary economic capabilities to achieve future visions. Employee training has become directed towards improving performance, gaining a competitive advantage in the market, preparing to face challenges that affect economic performance, and seizing opportunities that can be produced by the environment in which institutions operate.

1.1. Definition of Training

Fruitful training contributes to achieving the desired goals of the institutions. This contribution is a fact proven by research and studies on the ground [11, 18].Training has become the path followed by business enterprises, whether for-profit or non-profit, to achieve excellence and success in the environments in which they operate, which have become full of challenges. For-profit organizations face the problem of competitors in the markets in which they operate. As for non-profit organizations, they face the problem of limited annual financial allocations that governments allocate to them, which must be optimally exploited to produce high-quality services. All functional tasks in any organization are dedicated to enabling that organization to achieve its goals, whether that goal is profit maximization (for-profit organization) or the production of high-quality services and benefits at the lowest possible cost (for a non-profit organization). In a more profound sense, they are to enable that institution to abide by its economic responsibility as a primary responsibility, which cannot be realized without adhering to the supporting responsibilities (legal and ethical). By reviewing the definition of the training function and its importance, it can be concluded that it is the function that contributes to enabling the institution to adhere to its social responsibilities-on top of which is the economic responsibility, and achieve its goals. The training function is the function that qualifies employees and workers and makes them able to achieve the objectives of the institution to which they belong.

There are many definitions provided by administrative literature about the concept of training, which are not very different in meaning, including, but not limited to, the

following: Jones et al. (2000) [20] had defined training as a process by which organization members are taught how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers [18]. Beardwell and Holden (2001) [9] stated that training is a planned process that is used to change attitudes, knowledge, skills and behavior through the learning experience in order to achieve effective performance in a specific activity or range of activities. Training and development as a compound term refers to the process of acquiring or imparting the knowledge, skills and abilities needed to carry out a specific activity or task [23]. As highlighted by Mohamud (2014) [21] that training is essential in an organization to ensure that an adequate supply of staff is competent and capable helping the organization to achieve its set vision, mission and objectives [24]. Training has been defined as providing employees with knowledge, skills, and abilities that enable them to carry out organizational activities efficiently and effectively [17]. According to Al-Nuseirat and Biygautan (2014) [4], organizations that strive to remain competitive are required to equip their employees with the relevant skills as this will encourage them to be creative and innovative thus permitting them to contribute to the organization's overall success and excellence in providing services and goods [24]. Tharenou, et al. (2007) [31] defined training and development as "a systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform a task or job or to improve performance in the job environment"[18]. The researcher defines employee training in business institutions as follows: It is the process of transferring employees in an enterprise from a state of ignorance to a state of knowledge to enable them to manage the available economic resources in a rational manner to achieve the desired goals of that enterprise and prepare them to face developments and challenges posed by the environment in which it works. What can be deduced from the previous definitions are: 1) Training is a means of moving employees from a state of ignorance to a state of knowledge by acquiring the skills and knowledge required to accomplish specific tasks; 2) Training contributes to improving the performance of individuals and then performing their jobs according to the perceptions set (standards of effectiveness and efficiency); 3) Training contributes to developing the behavior of individuals, and changing their attitudes and inclinations for the benefit of the organizations to which they belong; 4) Training can contribute to the emergence of innovations and create unique excellence for institutions; 5) Training enables organizations to face the challenges posed by the environments in which they operate.

1.2. The Importance of Training

The training function is considered complementary to the selection and appointment function. It is not sufficient for HRM to attract, select and appoint workers. The selection and appointment process must be supported by training programs and activities from time to time and as needed to develop workers' skills and improve their abilities to perform the tasks assigned. This is because human beings are one of the economic resources that need care and development according to specific plans and programs. Caring for a person consists in helping him\her to acquire new knowledge, providing him\her with new methods of performing work, and refining his\her skills in carrying out the duties and responsibilities entrusted to him\her [1, 5]. Training contributes to achieving many gains for the business organization. These include improving employees' morale, job satisfaction and encouraging employees to stay longer in the organization. Motivated employees are also less likely to be absent from work, make more errors and require more supervision at their workstations. Training leads to cost reduction for the organization. Training also leads to improved career development chances for the employees through promotion as they have acquired additional skills. This becomes a benefit to the organization, as it is able to retain the well-trained employees [25, 24]. Training also contributes to improving the quality of goods and services, reducing

production costs, achieving consistency in performing duties, and reducing the rate of work accidents and injuries [32]. Training qualifies employees for innovation and development. Training enables employees to implement their organizations' strategic plans and achieve their future visions.

There is no doubt that training and developing employees contributes to improving the performance of institutions and achieving their goals. In practice, this contribution is often hidden and difficult to measure. Many training activities are carried out for the benefit of many departments within the institution, whose results are difficult to measure quantitatively or whose fruits are reaped only in the long run. This issue is considered one of the obstacles that impede the process of evaluating the performance of HRM for the jobs entrusted to it in the field of training. Accordingly, in order to assess the performance of HRM in the field of training employees, the researcher believes that it is necessary to focus on the extent to which this department adheres to the standards of effectiveness and efficiency in performing the training function. HRM has no choice but to implement the training function in a scientifically correct manner according to contemporary management concepts (such as strategies, CSR, sustainability, etc.), which should be included in internal policies, regulations and systems, including electronic systems. The electronic systems on which HRMs rely in the field of employee training must be advanced and keep pace with the concept of modern management.

The institution's commitment to its CSR is a reflection of its departments' commitment to the requirements of CSR while performing the job duties assigned to them [27]. Undoubtedly, the effective and efficient performance of job duties - under the umbrella of CSR, has a positive impact on the institution's performance as a whole. Accordingly, the commitment of HRM to the requirements of CSR will produce what is known as fruitful training that contributes to improving the institution's performance and achieving its desired goals. In any large organization, it will be necessary to use ETCS by HRM to manage employee training activity effectively and efficiently by the requirements of CSR in this field. After the emergence of the idea of CSR and its adoption by business institutions, it became necessary to consider the requirements of CSR when evaluating the effectiveness and efficiency of the performance of departments or the institution as a whole. By identifying these requirements and evaluating the extent of compliance with them, it is possible to judge the quality of institutions' commitment and their departments to CSR [27]. To enable organizations to adhere to their four social responsibilities, it will be necessary to include these requirements in those organizations' administrative and financial policies, regulations and systems (including electronic systems) whenever possible. In a more precise sense, to keep pace with contemporary management trends, the criteria for evaluating the effectiveness and efficiency of performance for any job must be grafted with CSR requirements in a manner commensurate with the nature of that job. For every job in any organization, there are standards that describe how to perform it effectively and efficiently. These standards should include specific instructions and provisions for fulfilling the requirements of CSRs (economic, legal and ethical) according to the nature of the job. To enable HRM in any organization to fulfill the requirements of CSR in the field of the employee training function, it will be necessary to define those requirements and include them in the regulations and electronic systems. Unfortunately, modern administrative literature has not given this issue much attention despite its importance. On the ground, the effectiveness and efficiency criteria for evaluating the performance of departments - including HRM, for the tasks entrusted to them may not be sufficiently grafted with the requirements of fulfilling CSR. Also, the requirements for fulfilling CSR may be adequately included within the criteria of effectiveness and efficiency, but they are not clear to non-specialists in the field of CSR. This issue has no published academic treatment (studies, writings or research). As an initiative to get out of this impasse, the idea of this theoretical study came to be the starting point for many studies in this field. After the emergence of the idea of CSR, profitability is no longer the

only criterion for judging the effectiveness and efficiency of the performance of institutions and their departments. Accordingly, the criteria for measuring the effectiveness and efficiency of performing job tasks must be designed according to the following text: "Maximizing profit in an ethical manner and within the limits of applicable laws." Based on the foregoing, the problem of this theoretical study and its objectives can be identified as follows: By reviewing the contemporary management literature, it was found that there were no clear and accurate writings that define the requirements of CSR in the field of employee training, which should be included within the criteria for measuring the effectiveness and efficiency of HRM in performing the training function. Accordingly, the absence of an accurate description of specific and clear items in the criteria for measuring the effectiveness and efficiency of HRM performance in the field of the training function in all its stages (the stage of preparing the training plan and the stage of implementing the training plan), which must be consistent with the requirements of CSRs, especially economic and ethical responsibilities is one of the problems that need to be addressed. Other than this issue, there is another problem: HRMs in large organizations use electronic systems as databases to document training programs and activities and prepare training plans. These systems are designed in different ways. One of the most famous of these systems is ETCS. Similar to the regulations and standards for measuring the effectiveness and efficiency of the performance of the training function (mostly, regulations and standards for measuring the effectiveness and efficiency of performance reflect the institution's policies, including CSR policies), how can the requirements for fulfilling CSR- in the field of the training function, be included in ETCS? Therefore, this study aims to achieve the following: 1) Determining criteria for measuring the effectiveness and efficiency of HRM performance in the field of the training function in accordance with the requirements of CSRs, especially economic and ethical, with the need to clearly define the items of those criteria; 2) Most HRMs in large organizations use electronic systems to perform job tasks related to employee training. Therefore, the second objective in this study is to show how to include those requirements in ETCS. There is a vision in the researcher's mind about how to design ETCS to be an effective electronic system that enables HRM to adhere to CSR in the field of training; 3) Determining the necessary requirements for applying ETCS in business establishments.

1.3. The Importance of Studying

The importance of this study lies in the following two points: 1) Determining the requirements for fulfilling CSR in the field of the training function, those requirements whose provisions must be included in the regulations governing the training function, electronic systems, and criteria for measuring the effectiveness and efficiency of the performance of HRM in the field of the training function; 2) A statement of how to design ETCS (ETCS used by many large institutions in many countries of the world) to be an effective tool to enable HRM to fulfill the requirements of CSR in the field of the training function.

1.4. Method

The researcher adopted the following two concepts: the concept of optimal use of economic resources (corporate economic responsibility) and the concept of fair opportunities for all (corporate ethical responsibility) in describing and specifying the items of criteria for measuring the effectiveness and efficiency of HRM in performing its job duties in the field of training. To design ETCS and include those requirements "items" in it, the researcher relied on his diligence and skill in the field of designing electronic systems.

2. Meaningful Discussion

2.1. Effectiveness and Efficiency in the Thought of CSR: What do they mean?

Through what was mentioned in the literature on CSR, the researcher reformulates the definition of CSR to reflect all the obligations that companies must fulfill toward stakeholders and the benefits that companies can derive from their commitment to CSR. The researcher defines CSR in line with the content of its idea (a holistic view) as follows: CSR means the company's commitment to managing its available economic resources in an ethical manner and within the limits of the laws in force in the country to achieve its desired goal (maximizing profit) without harming the components of the natural environment whenever possible and contributing to improving the quality of life in the community in which it operates. Corporate economic responsibility as a primary responsibility aims to maximize profit. In contrast, other social responsibilities (legal and ethical) are supportive responsibilities to enable corporate economic responsibility to achieve its goal [28].

Profit maximization is the goal of all for-profit organizations. Profit maximization is the goal on which the economic responsibility of companies is based [13]. The desired profit number represents the highest level of profit that can be achieved in light of the economic capabilities and resources available to the institution and the market conditions. It is usually a planned figure. The effectiveness of CSR is the ability of the organization to achieve its desired goal (the highest amount of profit). The organization's effectiveness in achieving its goals, which can be considered the effectiveness of CSR, is measured by comparing the earned profit with the desired profit (planned gain). While how to achieve that profit reflects the organization's efficiency in achieving its goals or the efficiency of CSR. Effectiveness in the thought of CSR (effectiveness of CSR) means the ability of the organization to maximize profit, while efficiency in the thought of CSR (efficiency of CSR) means the extent to which the organization adheres to the requirements of CSRs (economic, legal and ethical) when maximizing that profit. The efficiency of CSR can be judged by assessing the extent to which the organization adheres to the requirements of CSRs, such as the optimal use of economic resources, respect for applicable laws, etc. Enabling the organization to comply with the requirements of CSRs effectively and efficiently will require qualified and trained human resources in addition to supporting policies, regulations and systems. The requirements of CSRs must be included in the organization's policies, regulations, and internal systems (including electronic systems whenever possible) to enable its departments to adhere to those responsibilities, each according to the nature of its work. The effectiveness of CSR means the ability of the organization to maximize its profits, while the efficiency of CSR means maximizing profits in a manner consistent with the requirements of CSRs.

Clarification: It is known that the goal of corporate economic responsibility is to maximize profit, and the only requirement to fulfill this responsibility is the optimal utilization of available economic resources (to increase revenues and decrease costs) [28]. Planned profit can reflect the desired level of maximization. Achieving the planned profit is controlled by several factors and variables other than "optimal utilization of available economic resources." Accordingly, the criterion of optimal utilization of the available economic resources cannot be excluded from the criteria for evaluating the efficiency of CSR (the requirements of legal and ethical responsibilities).

2.2. The Relationship between Fruitful Training and CSR

There is an interrelationship between productive training and CSR. In reality, they are mutually dependent and reinforcing. The results of fruitful training (strengthening staff capacities) can contribute significantly to enabling the institution to adhere to its economic responsibility (maximizing profit). Also, to achieve fruitful training, the institution must adhere to CSR requirements in the field of training. Fruitful training can contribute to reducing costs, maximizing profits, and creating competitive advantages

that competitors do not have, which contribute to maximizing the volume of revenues. Institutions can achieve fruitful training by managing training activities and programs under the umbrella of CSR. In a more precise sense, there are requirements to fulfill CSR in the field of training that must be taken into account when implementing those activities and programs, as shown in Figure 1. " It should be noted that the optimal utilization of available economic resources as one of the requirements of CSR includes the development and training of employees to enable them to improve the performance of the institutions to which they belong."
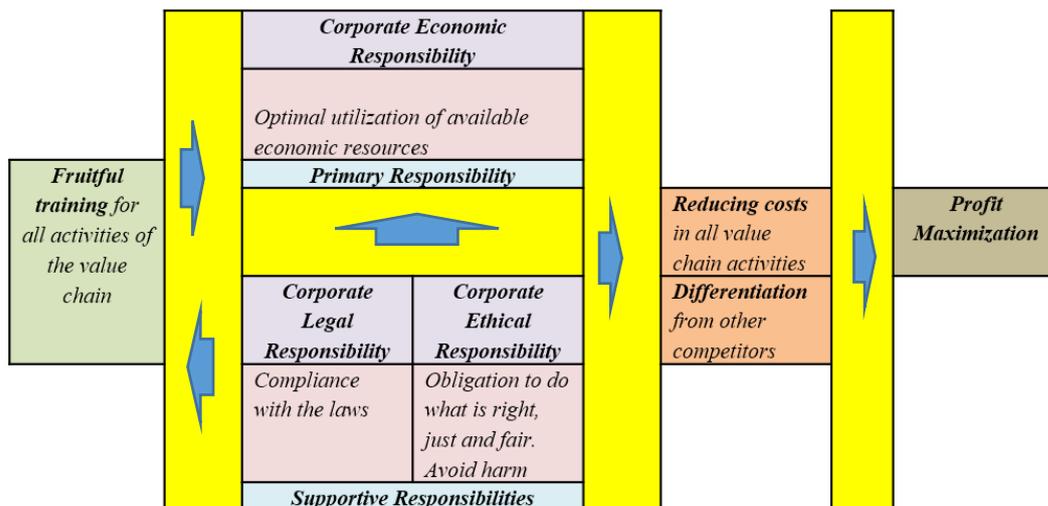

Figure1. The relationship between fruitful training and CSR

2.3. The Effectiveness and Efficiency of HRM Performance in the Field of Training

Generally speaking, effectiveness means doing the right things, while efficiency means doing the right things in the right way. In business language, Effectiveness means achieving the desired goals\ or performing specific or expected job tasks -within the limits of available economic resources to achieve those goals\ or perform those tasks, while efficiency means achieving the desired goals\ or performing specific or expected job tasks in a correct manner. Effectiveness can be measured by comparing achieved results with desired results or by comparing actual performance with planned performance. Efficiency refers to how goals or tasks are accomplished. Efficiency is doing things right "*at the lowest cost and at the highest quality.*" It refers to the material and immaterial costs incurred to achieve the goals and accomplish the tasks. There are criteria to measure it, which are quality, time, effort and cost. Efficiency means completing the task correctly with minimum cost. It aims to enhance an organization's profit by reducing the cost involved in completing a particular task.

At the end of each fiscal year **-** and within the limits of the market share and the available economic capabilities and resources, for-profit organizations determine the figure of profit that must be achieved during the next fiscal period. Based on the desired profit figure, these institutions set their estimated budgets. Management in these institutions sets its vision about what the performance should be in the coming period. It determines the level of performance required for all primary activities such as purchasing, production, and marketing, "such as determining the quantity of raw materials that must be purchased and the units that must be produced and sold in the market." As for the supporting activities, the matter is different. As usual in business establishments, the necessary financial allocations for each of the supporting activities departments are estimated in the estimated budgets (estimated financial allocations) to meet its expenses during the next financial period to accomplish the job tasks assigned to it. Within the limits

of the estimated financial allocations, HRM sets an annual training plan that must be implemented during the coming financial period. HRM is the department that develops and implements training plans. Accordingly, the effectiveness and efficiency of the performance of HRM in the field of the training function can be described as follows: The effectiveness of the performance of HRM in the field of employee training is the ability of the department to prepare the annual training plan that meets the training needs of the institution in the coming period and implement it within the limits of the financial resources allocated for that. As for the efficiency of the HRM performance in the training function field, it lies in how to prepare the training plan and how to implement it according to correct scientific foundations. Based on the foregoing, to evaluate the effectiveness and efficiency of the performance of HRM in the field of employee training, the following questions must be answered: 1) Did the training plan prepared by HRM meet the institution's training needs in the coming period? (Effectiveness); 2) Was the training plan fully implemented within the specified period? (Effectiveness); 3) Was the training plan properly prepared? (Efficiency); 4) Was the training plan implemented correctly? (Efficiency), These questions are illustrated in Figure 2. In fact, there is a set of criteria that must be used in the evaluation process and to find specific answers to these questions.

2.3.1. Effectiveness in the field of preparing the training plan

There is one criterion for evaluating the effectiveness of the performance of HRM in preparing the training plans, which is that the training plan must be designed in a manner consistent with the training needs. In other words, the training plan is designed to meet the realistic need (there is a need to train employees that must be matched by an appropriate training plan). Assuming there is no need for staff training. In this case, any training plan developed by HRM can be interpreted as the ineffectiveness of the HRM in performing its job duties.

2.3.2. Effectiveness in the field of implementing the training plan

There is one criterion that can be used in evaluating the effectiveness of the performance of HRM in the field of implementing the training plan, which is the number of training courses implemented from the training plan during the specified period. The training plan must be fully implemented within the specified period. To determine the level of effectiveness of HRM performance in this regard, the number of implemented training courses must be compared with the number of training courses that must be executed (included in the training plan). There is a planned performance (the training plan) that must be compared with the actual performance (implemented from the plan). This can reflect the effectiveness of the HRM in the field of implementing the training plan.

2.3.3. Efficiency in the field of preparing the training plan

There is a set of criteria for evaluating the efficiency of HRM in preparing the annual training plan. These criteria are: 1) Within the limits of the allocated funds. The training plan must be prepared in a manner consistent with the financial allocations specified by the institution's management. In other words, the estimated costs of completing the training plan must be within the maximum allowable amount (estimated in the budget). The HRM's commitment to this condition reflects its efficiency in performing its duties; 2) Order of importance "priority". The inclusion of training courses in the training plan should be according to the criterion of importance. In a strict sense, priority is given to the most important courses. The logical order of importance is as follows: A) Training courses for new employees; B) Training courses for underperforming employees; C) Training courses for training on new methods and techniques; D) Training courses for qualifying employees to implement future visions; E) Training courses for updating employees by

giving them new knowledge in their field of scientific specialization required by the job; 3) The necessity of harmony. There must be harmony among the scientific specialization of the training course, the scientific specialization required by the job and the scientific specialization of the incumbent, except in cases that do not require it. Also, there must be harmony between the level of educational qualification (educational certificate) required to receive the training course and the educational qualification of the incumbent; 4) Social justice "equal opportunities for all". The principle of equal opportunities for all must be adopted when selecting candidates to receive training courses, " *avoiding immoral behavior such as favoritism, nepotism and tribalism.* "The inclusion of the names of the candidates in any training course in the annual training plan must be in accordance with the priority of the dates of inclusion of that course in their electronic cards; 5) A justified exclusion. Employees who are close to retirement age should be excluded from the lists of candidates to receive training courses. Also, it would be better to exclude candidates who support families (*wives and children*) from training courses that are held outside the country's borders for long periods to reduce training costs, as well as people who suffer from chronic diseases and people with physical disabilities. 6) Priority for candidacy. It would be better to give priority to the older candidates. Given the limited economic resources allocated for training, it would be better to create a harmonic combination of various training courses (according to the concept of order of importance) by postponing some training courses and candidates for later financial periods, taking into account the older persons.

2.3.4. Efficiency in the field of implementing the training plan

There is a set of criteria that can be used to assess the efficiency of HRM in implementing the annual training plan, such as: The content of the training courses should include information previously unknown to the trainees, in the sense that there is new knowledge that the trainee must realize, which can contribute to the development of future performance; it is necessary to contract with entities that have excellent experience and capabilities in the field of training; negotiating with the implementing agencies to obtain discounts and reductions in the prices of training courses (achieving economic savings); matching the scientific materials of the training courses with the agreed-upon scientific materials. An important note: the results of training (the impact of training on employee performance) are often unknown in the short periods, but they can be observed and monitored in the long term.
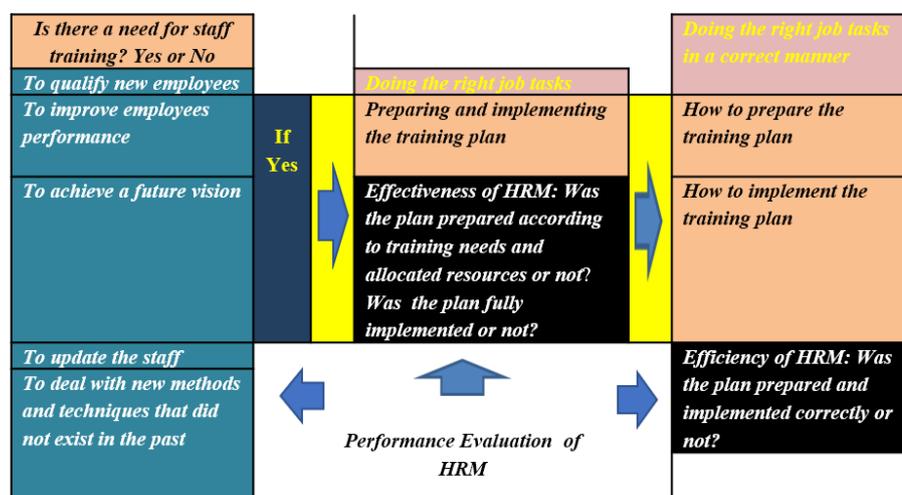
Figure 2. The effectiveness and efficiency of HRM in the field of training

2.4. Requirements to Fulfill CSR in the Field of Employee Training

The researcher believes that the requirements of CSR in the field of training lie in economic and ethical responsibilities. Requirements for ethical responsibility in the field of training can be identified as follows: 1) Achieving social justice among employees (equal opportunities for all); 2) Avoiding unethical behavior when contracting with training institutions that implement training courses. As for economic responsibility, there is only one requirement, which refers to the optimal use of economic resources. The optimal utilization intended here is not to waste money on useless training activities. Also, the optimal use of economic resources means the necessity of developing and qualifying human resources to enable them to achieve the organization's goals.

2.4.1. Logical Justifications (economic responsibility)

One of the requirements of CSR in the field of the training function is that there is a need to engage in training activities and logical justifications that authorize spending money on those activities. Training is not a random activity. The HRM's commitment to developing and training human resources reflects the organization's commitment to its CSR towards employees and owners. In most cases, the implementation of training programs and activities requires the payment of money. In light of the concept of optimal use of economic resources, the engagement in training activities must be in accordance with rational justifications that justify spending money on these activities. There are five reasons why organizations are interested in training their employees: A) Preparing new employees (qualifying new employees). Given that the knowledge and skills acquired from formal schools are usually not sufficient to perform specialized tasks within the organizations, there is a need to provide specific training for new people to face such specialized knowledge and skills [33, 22, 18]; B) To improve employee performance; C) Introducing new methods and technology to perform tasks; D) Early preparation for the implementation of a future vision ″ Strategic Planning.″; E) Updating employees by providing them with the necessary knowledge and skills to face changes and developments in competitive markets. No doubt, training employees according to these justifications will contribute to improving the institution's economic performance, achieving its goals, and enhancing its competitive advantage.

2.4.2. Economic Rationality (economic responsibility)

Economic rationality is the maximization of benefits by using limited and relatively scarce economic resources. It is to achieve the greatest possible benefit using a specific amount of economic resources. It is the optimal use of available economic resources. To achieve the greatest possible benefit from the training activities (according to the cost-benefit criterion), and in light of the limited economic resources, it may be better to exclude specific candidates from receiving training courses for the following reasons: 1) In the event that an employee's age is approaching retirement age; 2) In the event that the cost of training a trainee is high compared to the costs of training other colleagues in the same training course (as a result of exceptional circumstances); 3) In the event that the content of the training course does not match the qualifications and capabilities of the candidate. In addition, decisions to prioritize training courses can fall within the concept of economic rationality.

2.4.3. Organizational Justice ″equal opportunities for all″ (ethical responsibility)

Organizational justice is an employee's perception of fairness in the workplace. It's whether people believe their organization's processes, decisions, and norms are fair and equitable [16, 6]. Undoubtedly, achieving justice among employees positively affects the institution's performance and vice versa. Training is considered one of the privileges and rights that an employee acquires from his\her institution to which he\she belongs. Accordingly, HRM must apply fairness, integrity and transparency standards when developing training plans and identifying candidates for training.

2.4.4. Unethical Behavior (ethical responsibility)

In most cases, HRM is the mediator between the organization and the entities that implement the training courses (training centers). Therefore, HRM must abide by ethical standards when contracting with agencies implementing training programs. To ensure the quality of the training process, it will be necessary to avoid all unethical behavior and practices, such as bribery, when concluding training contracts with these bodies.

2.4.5. Harmony and Compatibility (economic responsibility)

To achieve fruitful training (satisfactory results), the following aspects must be considered: A) The training course content must be in harmony with the job's nature and the incumbent's capabilities. The content of the course cannot contribute to the development of jobs or the improvement of the performance of job holders in specific fields, except in the presence of that harmony; B) The scientific specialization of the training course content must match the scientific specialization to which the job belongs, as well as the scientific specialization of the incumbent; C) The content of the training course must be consistent with the educational qualification of the incumbent. " In the sense that the training course should add new information and skills to the incumbent." It should be noted that conformity may not be necessary for some training courses, such as those given to leaders, such as supervision and leadership skills, strategic planning, cost behavior analysis, etc.

2.4.6. Implementation Quality Standards (economic responsibility).

To achieve fruitful training, HRM must consider the implementation quality standards. These standards are divided into three types: standards connected to the trainer, standards related to the training package, and the last related to the training institution. Outstanding Trainer Standards: The trainer must possess the appropriate scientific qualification, experience and sufficient skill that enables him\ her to qualify the trainees and provide them with the required knowledge and skill in an ideal manner. Training Course Standards: "The concept of training packages is a concept that denotes a description of the training content, which includes the requirements of the training process in its five stages." The training package must have the following characteristics:1) The training package should be compatible with the trainees' need for the required knowledge and skill; 2) The content of the training package must be prepared by professional standards and proper scientific order; 3) The applicability of the content of the training package according to the available circumstances and capabilities; 4) The information and data contained in the training package must be credible and realistic, etc. Training Institution Standards: 1) The contract must be with training institutions that have a good reputation and an honorable history in the field of training; 2) The contract must be with a training institution that adopts scientific standards to assess the trainees' understanding of the training courses; 3) The contract must be with training institutions approved by the government; 4) The contract must be with training institutions that issue accredited certificates (Reliable official certificates) ; 5) The contract must be with training institutions that have suitable places for training, distinct capabilities, and advanced means in the field of training, etc.

3. Proposed Design of ETCS

The method of designing the components of ETCS, including the flow of data among the system components, may differ from one designer to another. Whatever the form of the design, the ideal design should contribute to achieving the following benefits: 1) Documenting the training programs and activities that the employee received in the previous periods and others that the employee will receive in the future; 2) Preparing the training plan; 3) Creating a kind of oversight against unethical practices in the field of

training; 4) As a reliable database for preparing reports on training activities; 5) Enabling HRM to fulfill the requirements of CSR in the field of training; 6) Contributing to achieving fruitful training.

3.1. Electronic Training Card System (ETCS)

In large organizations, ETCS is a necessary database and an effective tool to enable HRM to perform its functional tasks effectively and efficiently in employee training. ETCS can be relied upon in planning employee training programs and activities and achieving oversight over them in a correct scientific manner. ETCS can contribute to the preparation of annual budgets for training. The design of ETCS in a manner consistent with the requirements of CSR in the field of employee training can contribute to enabling HRM - in any large organization, to fulfill its social responsibilities, especially economic and ethical responsibilities. According to this system, an electronic card is assigned to each employee, which serves as a personal file for him ∕ her in the field of training. ETCS consists of nine parts. From the first to the fifth part, they are considered the basic components of the personal file of each employee- in the field of training. Every employee in the organization has an electronic training card (personal file) that consists of the first five parts of ETCS. From the sixth to the ninth part, are parts to serve the system as a whole. Data is transmitted electronically among the system parts according to electronically programmed commands. The system is also designed to accept or reject any procedure in the event that the requirements match or do not match. ETCS, as imagined by the researcher, cannot be applied in any institution that suffers from administrative distortions in the components of its internal structure.

3.2. Electronic Training Card System Components

3.2.1. The First Part: Personal data

This part contains all the personal data of each employee in the organization, which will enable ETCS to perform its tasks effectively and efficiently, such as employee name; employee number; date and place of birth; marital status; the number of family members; the health status of the employee; academic qualification; the scientific institution that awarded the certificate; scientific specialization; date of employment in the institution; mother tongue; current place of work according to the organizational structure; description of the employee's job. Clarifications: 1) The candidate's marital status and the number of his\her family members are essential data that must be taken into account when making decisions about sending trainees to training courses outside the country's borders for long periods of time, which forces the trainee to take his\her family with him\her. As it is known, the number of family members will contribute to raising the costs of external training. Decision- makers may have to exclude some people because of this issue; 2) An employee's date of birth is an important consideration when selecting candidates for training courses. The institution's management may see the necessity of excluding an employee from the list of candidates to receive training courses due to the approach of that employee to the retirement age (older persons who are approaching retirement age), especially in activities and training programs that require paying sums of money to implement them; 3) It will be necessary to take into account the health status of the employee when selecting candidates for training courses. Decision- makers may see the need to exclude certain employees- suffering from certain diseases and permanent disabilities, from participating in special training activities and programs, because of the high costs of training for this group of people or the risks that those employees may be exposed to during training; 4) It will be necessary to know the extent to which the scientific qualifications of the incumbent match the scientific qualifications required by that job. This part can contribute to making that comparison because it contains all the necessary data about the scientific qualification of the incumbent. Since the training courses are

designed on the basis of the nature of the job and the qualifications required by the job and not designed on the basis of the qualifications of the incumbent, the eligibility of the employee to receive the training programs will be determined based on the result of the comparison.

Name					*Employee Number*		*Gender*	M		F	
Date of Birth	D	M		Y	*Place of Birth*		City		Country		
Marital status	Single		Married		Married Without Children				Married With Children		
Number of Family Members				*Health Status*	Excellent		Physical Disability		Chronic Diseases		
					✓		✓		✓		
Educational Qualifications		Intermediate Diploma		Higher Diploma		Bachelor's Degree		Master's Degree		PhD	Other
		✓		✓		✓		✓		✓	✓
The Educational Qualification Is Identical To The Educational Qualification Required For The Job			✓		*The Educational Qualification Is Not Identical To The Educational Qualification Required For The Job*						✓
Date of Obtaining the Qualification				Year	*Scientific Specialization*						
Academic Certificate Issued By							*Sector*	Private		Public	
								✓		✓	
The educational qualification Is Identical To The Scientific specialization Required For The Job			✓		*The Scientific specialization Is Not Identical To The Scientific specialization Required For The Job*						✓
Native language		Arabic		English		French		German		Other	
		✓		✓		✓		✓		✓	
Date Of Employment		D	M	Y	*Retirement Date*			D	M		Y
The Date Of Stopping The Training According To The Training Regulation							D	M		Y	
Current Place Of Work According To The Organizational Structure		General Management									
		Executive Management" *Circle*"									
		Department									
		Office									
		Other									
Job Description											

The First Part: Personal data

3.2.2. The Second Part: Job description and requirements for filling it

This part contains all the data related to the job description, such as the nature of the job, job tasks, requirements for filling the job, and the position of the job in the administrative structure, the educational qualification required for the job. This part determines whether the incumbent's educational qualifications match the educational

qualifications required by the job or not. In the event that the educational qualification required for a job matches the educational qualification of the incumbent of that job, this system will allow the incumbent to obtain adequate training as needed and according to the annual performance evaluation reports. In the event of a mismatch, this system will not allow the incumbent to obtain any training courses because he\she is in the wrong place. The intended training courses are those whose scientific content matches the scientific specialization required by the job. The researcher believes that no training courses are given to the employee until he\she is re-employed in a place that fits with his \her scientific specialization.

Name				*Employee Number*		
Job Title						
Job Position In The Administrative Structure *"Structural Location Of The Function"*		General Management				
		Executive Management″ Circle″				
		Department				
		Office				
Nature Of The Job		A Leadership Job				✔
		A Supervisory Job				✔
		A Technical Job				✔
		An Operational Job				✔
		An Administrative Job				✔
		Other				✔
The Educational Qualification Required For The Job	Intermediate Diploma	Higher Diploma	Bachelor's Degree	Master's Degree	PhD	Other
	✔	✔	✔	✔	✔	✔
The Incumbent's Qualification	Identical		Above The Required Level		Below The Required Level	
	✔		✔		✔	
The Scientific Specialization Required For This Job						
The Incumbent's Scientific Specialization		Identical		Not Matching		
		✔		✔		
Functional Tasks						

The Second Part: Job description and requirements for filling it

3.2.3. The Third Part: Scheduled training courses to improve English and computer skills

This part shows the level of skills in the English language -*as the most common language in the world*, and the computer that the incumbent masters, as well as those that he\her must master according to the requirements and nature of the job, which will contribute to

improving his\her job performance. Through competency assessment tests, it is possible to determine the skill levels of the incumbent in English and computer and other levels that he\she must achieve through specific training courses in the future. The required levels - which the incumbent must pass, will be transmitted electronically to the part related to the annual training plan. By comparing the level of English needed for the job with the current assessment of the language level of the incumbent, the levels of English that the incumbent must pass in the future are determined in case the incumbent's level is lower than the level required for the job. All courses listed in this part are dated according to the date of listing (the listing process is carried out electronically). All courses listed in this part will be submitted electronically to the annual training plan according to the dates of their inclusion in this part (the third part), taking into account the precedence of the training courses. This method achieves justice among employees (equal opportunities for all).

Name				Employee Number			
First: The English Language							
The Job Requires English			Yes	✓	No		✓
The Level Of English Required For The Job					Code	Level Title	
Current Evaluation Of The Incumbent's Language Level					Code	Level Title	
Levels That Must Be Passed By The Incumbent							
Code	Upper Intermediate / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y	Code	Beginner / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y
Code	Advanced / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y	Code	Elementary / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y
Code	Proficient / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y	Code	Lower Intermediate / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y
Code	Expert / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y	Code	Intermediate / Submit To The Annual Training Plan		Date Of Listing On The Card D/M/Y
Second: The Computer							
Current Evaluation Of The Incumbent: *In The Field Of Writing Letters and administrative correspondence*		Skill Level	Excellent	Very Good		Good	Poor
			✓	✓		✓	✓
Courses That Must Be Passed By The Incumbent							
Code	**Course Title**		Date Of Listing On The Card D/M/Y	Submit To The Annual Training Plan ✓			
Code	**Course Title**		Date Of Listing On The Card D/M/Y	Submit To The Annual Training Plan ✓			
Code	**Course Title**			Submit To The Annual Training Plan			

		Date Of Listing On The Card D/M/Y	✓

The Third Part: Scheduled training courses to improve English and computer skills

3.2.4. The Part Four: Training courses to improve the job performance of the incumbent, develop the job and achieve future visions

When the educational qualification and scientific specialization of the incumbent match the educational qualification and scientific specialization required for the job, the incumbent can join training courses designed for the following purposes: 1) To improve the current performance of the incumbent based on annual performance evaluation reports; 2) To prepare new employees for work to avoid wasting materials, time and effort; 3) To develop the job tasks according to a future vision, "such as thinking of relying on solar energy to generate electricity instead of fossil fuels"; 4) To develop the job by giving the employee adequate training that may qualify him\her to introduce advanced methods and innovations in the position; 5) To develop the skills of leaders in specific areas such as leadership, supervision, decision-making, policy development, strategic planning, organizational behavior, etc. All courses listed in this part are dated according to the date of listing (done electronically). All courses listed in this part will be submitted electronically to the annual training plan according to the dates of their inclusion in this part (the fourth part).

Assuming that the scientific specialization of the incumbent differs from the scientific specialization required by the job, in this case, any training program in the field of scientific specialization of the job will be considered useless because the incumbent does not have the scientific basis that qualifies him\her to absorb (understand) the content of the training courses.

Every institution has a vision and a mission. HRM must direct the training activity toward achieving the institution's future visions. Activities and training programs should be directed to support the implementation of the institutions' strategic plans. Without qualified and trained staff, no organization can implement its strategic plans and achieve its goals.

Name				Employee Number		
Training Courses According To The Scientific Specialization Of The Job And The Qualifications Of The Incumbent "For The Purpose Of Knowledge Enrichment"						
First: To Improve The Performance Of The Incumbent						
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Second: To Develop The Job						
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Training Courses According To The Nature Of The Job " Courses In Other Scientific Specializations To Improve The Performance Of The Incumbent"						
In The Field Of Leadership And Supervision						
Code	Course Title	Listing date	Submit To The Annual training plan			✓
Code	Course Title	Listing date	Submit To The Annual training plan			✓

In The Field Of Planning, Policy Formulation And Decision-Making				
Code	Course Title	Listing date	Submit To The Annual training plan	✔
Code	Course Title	Listing date	Submit To The Annual training plan	✔
In The Field Of Organizational Behavior				
Code	Course Title	Listing date	Submit To The Annual training plan	✔
Code	Course Title	Listing date	Submit To The Annual training plan	✔
To Achieve Future Visions And Specific Strategies ″Strategic Planning″				
Code	Course Title	Listing date	Submit To The Annual training plan	✔
Code	Course Title	Listing date	Submit To The Annual training plan	✔

The Fourth Part: Training courses to improve the job performance of the incumbent, develop the job and achieve future visions

3.2.5. The Fifth Part: Documenting the programs and courses implemented in the past ″archive″

This part is a file of all the courses received by the incumbent during the period of his\her work in the institution. Through this part, it is possible to determine the total value incurred by the institution to qualify the incumbent to make him\her able to perform his\her duties effectively and efficiently. Also, this part can be relied upon in the process of promoting the incumbent to higher positions. This part will remain for the duration of the employee's work in the organization, regardless of the job positions he\she may hold. This part can be used to enhance the employee's CV. The following electronic page(a simplified page)shows how to document training courses that an employee received in the past.

Name						*Employee Number*					
Course Title	*Code*	*Duration*	*From*	*To*		*Implemented by*				*Course Cost*	
			D-M-Y	D-M-Y						*Per Trainee*	
Score	%		Evaluation	E		V.G	G	P			
Course Title	*Code*	*Duration*	*From*	*To*		*Implemented by*				*Course Cost*	
			D-M-Y	D-M-Y						*Per Trainee*	
Score	%		Evaluation	E		V.G	G	P			
Total Costs											

The Fifth Part: Documenting the programs and courses implemented in the past ″archive″

3.2.6. The Sixth Part: Training courses guide

The guide contains all potential training courses with an indication of the content of each training course, its duration, implementation costs, and the accredited institution that implements it. This guide does not include a training course with more than one title. Keywords are a monitoring tool to discover any repetition issue. It will be necessary to program the guide in such a way as to prevent a repetition of keywords in the directory. Through this guide, the titles of all training courses, ″ that the employee must receive,″will be sent to the third and fourth parts. This guide is classified according to scientific disciplines, so there will be no difficulty in searching for training courses and sending

them to the candidates' cards. The following electronic page (a simplified page) shows how to include training courses in the general directory of training courses.

In The Field Of English					
Course Title	Code	Course Content (Keywords)	Duration of the Course	Course Cost Per Trainee	Submit To The Candidate (Employee Number)
Implemented by					
In The Field Of Computer					
Course Title	Code	Course Content (Keywords)	Duration of the Course	Course Cost Per Trainee	Submit To The Candidate (Employee Number)
Implemented by					
In The Field Of Engineering					
Course Title	Code	Course Content (Keywords)	Duration of the Course	Course Cost Per Trainee	Submit To The Candidate (Employee Number)
Implemented by					
In The Field Of Management And Economics					
Course Title	Code	Course Content (Keywords)	Duration of the Course	Course Cost Per Trainee	Submit To The Candidate (Employee Number)
Implemented by					
In The Field Of Law					
Course Title	Code	Course Content (Keywords)	Duration of the Course	Course Cost Per Trainee	Submit To The Candidate (Employee Number)
Implemented by					

The Sixth Part: Training courses guide

3.2.7. The Seventh Part: Annual training plan

All the training courses scheduled for employees and included in the third and fourth parts are electronically transferred to the annual training plan according to the priority of their inclusion in these two parts. In this part of ETCS, HRM selects the training courses and determines the number of candidates in each training course "*the order of the names of the candidates in each course is according to the priority of listing in the third and fourth parts.*"

After determining the value allocated to training and before including it as an actual figure in the institution's annual budget, HRM determines the training courses that must be implemented during the year. HRM must choose the training courses and determine the number of candidates in each course within the limits of the annual financial ceiling allocated for the completion of training programs and activities, taking into account the criterion of importance as a basis for determining the priority of the courses that must be implemented, in the sense that the most important and urgent training courses must be categorically included in the annual training plan. The deferred training courses and the excess number of candidates will be transferred electronically to the following year's plan. As for the courses that HRM decides to cancel because they are no longer needed, they will be deleted from the employee's card and will not be carried over to the next year's plan. It should also be noted that the arrangement of the candidates in the training plan will be according to the priority of the dates of inclusion of the training courses in their cards " *in the third and fourth parts*." The following electronic page (a simplified page) shows how to include training courses in the annual training plan.

Course Title		Code	Course Cost Per Trainee	Duration	The Required Number	Candidates in order of Priority		Total Costs
						Name	**Employee Number**	
Accept	✔							
Postpone	✔							
Cancel	✔							
Total Costs								

The Seventh Part: Annual training plan

3.2.8. The Eighth Part: Training course result

The result of the training course is recorded in this part of ETCS. The result of passing the course for each employee is recorded in this part, which is sent electronically to the employee's archive.

Course Title	Code	Duration	From		To		Implemented by			
Employee Name	Employee Number	Score	Evaluation					Submit To Employee Archive		
			E	V.G	G	P	F			
		%						✔		
								✔		
								✔		

3.2.9. The Ninth Part: Annual and quarterly reports

HRM must send its annual and quarterly reports regarding the training activity to the institution's top management. These reports are a summary of the HRM performance in the field of employee training. Leaders in senior management often don't pay attention to minute details, so these reports are brief summaries. This part is complementary to ETCS, so the data is included in this part manually. A copy of the quarterly and annual

reports can be saved in the archive of ETCS. The archive of ETCS is a place to save copies-*in an electronic manner*, of reports issued by HRM, decisions and regulations related to the training activity.

The First Quarter Of The Year (…..…)									
Planned Training Activity			Implemented Training Activity			Deviation			
Number Of Training Courses	The Number Of Trainees	Estimated Cost	Number Of Training Courses	The Number Of Trainees	Real Cost	N	N	P	N

The Second Quarter Of The Year (……...)									
Planned Training Activity			Implemented Training Activity			Deviation			
Number Of Training Courses	The Number Of Trainees	Estimated Cost	Number Of Training Courses	The Number Of Trainees	Real Cost	N	N	P	N

The Third Quarter Of The Year (……...)									
Planned Training Activity			Implemented Training Activity			Deviation			
Number Of Training Courses	The Number Of Trainees	Estimated Cost	Number Of Training Courses	The Number Of Trainees	Real Cost	N	N	P	N

The Fourth Quarter Of The Year (…….)									
Planned Training Activity			Implemented Training Activity			Deviation			
Number Of Training Courses	The Number Of Trainees	Estimated Cost	Number Of Training Courses	The Number Of Trainees	Real Cost	N	N	P	N

For The Year As A Whole									
Planned Training Activity			Implemented Training Activity			Deviation			
Number Of Training Courses	The Number Of Trainees	Estimated Cost	Number Of Training Courses	The Number Of Trainees	Real Cost	N	N	P	N
Unimplemented Training Courses		Code	Submit To Plan Next Year				Cancel		

3.3. Requirements for the application of ETCS in organizations

Certainly, the implementation of training programs and activities is not free. Institutions incur costs. The costs incurred by organizations must be offset by benefits. These benefits are represented in enhancing the capabilities of employees to improve their job performance and enabling them- through the acquired knowledge and skill, to achieve the desired objectives of the institution. On the ground and in certain areas of training activities, it will be difficult to measure and observe the results of training and its impact on performance. To ensure the quality of the performance of the training function to the fullest and to avoid any unseen negatives or unjustified costs, there is a package of

necessary requirements that must be provided in any contemporary institution. *"Designing ETCS in a professional manner is not enough to enable HRM to fulfill the requirements of CSR, as there are other requirements necessary to manage ETCS in an effective manner to achieve that purpose."* These requirements are necessary to apply ETCS and enable HRM to adhere to its social responsibilities, especially economic and ethical. These requirements are:

3.3.1. Employee Performance Appraisal Reports

Performance is the result of work that someone accomplishes over a certain period of time based on predetermined work standards, while employee performance appraisal is a process aimed at measuring employee performance over a time span [15, 26]. A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. Evaluation of job performance is the measures taken by institutions to measure the level of performance of an employee of his\her job duties according to certain standards during a specific period of time, so that those institutions can make appropriate decisions regarding that employee. Each employee has particular job tasks that must be performed according to specific criteria. The employee's commitment to these standards reflects his\her job performance. Direct superiors must issue employee performance appraisal reports in a neutral, unbiased manner and with complete integrity. Whereas any wrong evaluation may result in preparing bad training plans and incurring economically unjustified costs. Employee performance evaluation reports must be prepared in a scientifically correct manner. Performance evaluation reports are essential and a prerequisite when adopting ETCS to manage the training function electronically (preparing and implementing training plans). Based on the performance evaluation results, HRM will decide whether or not the employee will need specific training courses to enhance his\her performance in the future.

3.3.2. The Absence of the Phenomenon of Disguised Unemployment

One of the defining features of the economy in many developing countries is what economists used to call "disguised unemployment" [14]. The phenomenon of disguised unemployment can be clearly observed in public sector institutions in those countries such as Libya. Disguised unemployment, in its simplest sense, means an increase in the volume of employment beyond the limit required to perform jobs. It also may mean a decrease in the productivity of the employee or worker due to the poor distribution of work tasks within the institution. This issue *"disguised unemployment"* will confuse HRM when determining training needs and developing a training plan. The problem is which candidates should be trained and who should be excluded. In other words, which employees need training and which do not? In light of this phenomenon, any investment in the training field will be fraught with risks (irrational), especially since there is a demand for economic reform and addressing administrative distortions in public sector institutions in many developing countries, as is the case in Libya. As the excess labor (surplus labor) may be transferred to occupy other positions or the services of that redundant employees may be wholly dispensed with. Any errors in identifying candidates may result in unjustified economic costs. For the success of the application of ETCS, it will be necessary that there is no disguised unemployment within the institution. Training courses should be for the individuals who are expected to stay in their jobs for the longest possible period. HRM must exclude employees classified as disguised unemployment from any training programs, especially those that entail financial costs, until they are correctly re-hired in real and specific jobs in the institution or they are disposed of by referring their personal files to the Ministry of Labor. Also, any training courses related to this group (disguised unemployment) must be stopped unless there is

a deliberate plan to re-employ it in the institution, as any expenses that the institution may incur to train that group (disguised unemployment) will be considered a waste of money.

3.3.3. Job Stability

Job stability intended in this study is the survival of the employee or worker in his\her job and the continuation of his\her work in it. The phenomenon of job instability means that employees move to work in other institutions or work in other departments within the same institution. Employees leave their jobs in the organizations where they work and join other organizations because of wages, work stress and other privileges. Likewise, workers and employees may move to work in other jobs in the same institution for several reasons, including the mistreatment of their direct superiors. Job stability is a summary term to describe the duration of time for which workers remain in the same job [12]. Any rational management cannot risk paying money to train employees who may move to other organizations or other departments within the same organization. Priority for receiving training courses is given to employees who are expected to remain in their jobs for the longest possible period. HRM should exclude workers and employees who are not expected to remain in their current jobs.

3.3.4. Job Description

A job description is a written description of a particular job that is expected to be done, how they should do it, and the reasons for the work procedures required [19, 29]. Barry (2003) emphasizes that a job description is a written declaration of the essential elements of any given job and that it differs from a person's specification, which focuses on the characteristics that enable an employee or group of employees to perform their duties effectively. A job description is a description of the required work and how to perform that work. The researcher defines the job description in any institution as a written guide that describes the job tasks for each job (*the requirements for work completion*), its relationship to other jobs, the specifications (*specialization and scientific degree, experience and skills*) of the incumbent, the role of the job in achieving the organization's goals, and criteria for evaluating the effectiveness and efficiency of job performance. "A job description is a written statement by a firm that clearly states the job requirements, duties and responsibilities, administrative relationship with other jobs, and skills required to accomplish a specified role. " Training courses that employees receive are determined according to the tasks and duties of each job. As it is known in the field of fruitful training - and in light of the correct employment, the training courses are designed according to the nature of the job (its tasks, duties, scientific specialization, and the qualification required to fill it) and not the capabilities of the incumbent. For this reason, there must be a harmony between the qualifications of the incumbent and the qualifications required by the job. The purpose of the training activity is to improve the employee's performance to enable him\her to perform his\her job duties effectively and efficiently. The job description is concerned with defining the tasks, duties and responsibilities of each job and its administrative relationship with other jobs. Through this detailed data on the job, the designers of the training programs can determine the training courses (training doses) that the incumbent of that job must receive in the coming periods.

3.3.5. Congruence of the Scientific Specialization of the Incumbent with the Scientific Specialization Required by the Job

Each job in any institution belongs to a specific scientific specialization. One of the conditions for filling any job is that the candidate's scientific specialization must match the scientific specialization to which that job belongs. In the event that the scientific specialization required to hold or fill the position matches the scientific specialization of the employee, the training courses will serve as an enhancement of the employee's knowledge capabilities. This is what can be called knowledge enrichment courses. As it is

known that the training courses are designed on the basis of the job and scientific specialization to which it belongs. In the event that the scientific specialization of the incumbent does not match the scientific specialization to which the job belongs, this will negatively affect the quality of the results of the training activities. For the success of applying ETCS and achieving the desired results, it will be necessary to match the scientific specialization to which the job belongs with the scientific specialization of the incumbent.

3.3.6. Congruence of the Academic Qualification of the Incumbent with the Academic Qualification Required for the Job

Each job has an appropriate educational qualification. Training courses are designed on the basis of the job and not the qualifications of the incumbent. Each training course has an appropriate educational level. If the scientific level of the training course exceeds the scientific level of the educational qualification of the incumbent, this means that the candidate will receive new information, and this is what is known as knowledge enrichment. If the scientific level of the training course is less than the scientific level of the educational qualification of the incumbent, this means that the candidate will not obtain any new information.

3.3.7. Quality and Authenticity of Academic Certificates Issued by Private Sector Institutions

Under the correct employment policy, it will be assumed that the incumbent's scientific knowledge level corresponds to the level of scientific knowledge indicated by his\her scientific degree. The problem occurs when the level of scientific knowledge of the educational qualification does not match the reality of the scientific knowledge of the incumbent. Through the practical experience of the researcher in the field of teaching and what is tangible on the ground in Libya, it can be said that the scientific capabilities of holders of qualifications issued by public education institutions are much stronger than the capabilities enjoyed by holders of scientific qualifications issued by private education institutions. The existence of this problem in any institution may affect the desired results of the training process (*additional information is given to someone who does not have a solid scientific basis*). This issue will represent a significant obstacle for HRMs when developing training plans in institutions involved in wrong appointments. ETCS is designed to enable HRM to meet the requirements of CSR fruitfully, and this problem will be an obstacle to achieving this desire.

3.3.8. Vision and Mission

According to the researcher's design, ETCS can contribute to achieving more than one purpose, including the strategic planning of human resources in training. When the organization has a clear vision and mission, it can benefit from ETCS in the field of strategic planning for human resources in training (training is strategic when it is part of an organization's strategic plan). HRM can direct the training activity toward achieving the organization's vision. Through the organization's vision, HRM can determine the educational activities and training programs that will qualify and enhance the capabilities of employees and workers responsible for achieving that vision. HRM's commitment to this path is its commitment to the requirements of CSR in training. The establishment's success in achieving its objectives depends on the ability and efficiency of its human resources. The role of HRM lies in enhancing that ability and efficiency through fruitful training.

3.3.9. Classifying Training Courses according to Scientific Specialization and Unifying their Titles

One of the requirements to enable ETCS to perform its tasks effectively and efficiently is the need to unify the titles of similar training courses under one title. In practice, there may be more than one title for the same course. For example, there is more than one title for the financial analysis course. This course may be under the title of "financial analysis of the financial statements, analysis of financial statements, financial interpretations of the financial statements, financial analysis of the performance of institutions, etc." In such cases, one title must be adopted to avoid confusing ETCS in performing its duties. In addition, training courses should be classified by scientific specialization and given reference numbers to facilitate their inclusion in ETCS.

3.4. *The Importance of the Electronic Training Card System (ETCS) in Large Firm*

ETCS is a multi- benefit database .The adoption of ETCS in big business organizations can contribute to achieving many benefits in more than one field.

3.4.1. In the Field of CSR

Adopting ETCS will enable institutions to adhere to their social responsibilities, specifically economic and ethical. ETCS will prevent HRM from practicing unethical behaviors such as nepotism and favoritism. This system will promote the principle of equal opportunities for all employees (*candidates for training courses*). Also, this system will enable institutions to abide by their economic responsibilities "*maximizing profit*." The adoption of ETCS by HRM in any institution- according to the proposed design, will contribute to improving the economic performance of that institution. This system will prevent random methods in determining training courses and who will receive them. More precisely, this system will prevent wasting money on training activities that are not economically justified. Preventing the wastage of funds will contribute to maximizing the profit of the institution. In short, this system will support the policy of optimal utilization of economic resources that contribute to maximizing profit.

3.4.2. In the Field of Training Needs Planning

ETCS is designed to enables HRM to identify the training needs and develop an annual training plan without difficulty or effort. Based on the amount allocated to implement of the yearly training program and the order of importance of the training courses, HRM can set the annual training plan and work on implement it according to a specific timetable.

3.4.3. In the Field of Financial Planning

ETCS is designed to assist the institution in preparing the estimated annual budgets. ETCS is designed to include the training course cost for each trainee, whether actual or estimated (from the price lists of training institutions or whose value can be determined in an estimated manner). Through ETCS, HRM can determine the estimated total value of financing the training activities to be implemented during the year.

3.4.4. In the Field of Job Promotions

In ETCS, there is a training card for each employee working in the institution. This card is considered a personal file for the employee in the field of training. This card contains all the training courses that the employee received in the past period or that he\she will receive in the future. The employee's electronic training card is a historical record of the employee in the field of training. Accordingly, senior management can rely on these files in job promotion processes "*promoting employees to higher job positions*." Through these files, it is possible to determine the suitability of the employees nominated to hold higher job positions in the career ladder.

3.4.5. In the Field of Documentation and Archiving

In ETCS, there is a training card for each employee working in the institution that includes all the training courses that he\she has received and others that he\she has not received yet. The system can also be programmed to save copies of HRM's training plans and reports. ETCS can be considered a database and a system for documentation and archiving.

4. Conclusion

In large organizations, HRMs rely on electronic systems to perform its administrative functions, including the training function. ETCS is one of those systems that can be designed in several different ways. ETCS can be an effective tool to enable HRM to fulfill the requirements of CSR in the field of training if it is designed in a manner consistent with those requirements. The requirements of CSR in the field of the training function are represented in the optimal use of economic resources and adherence to the principle of equality (the principle of equal opportunities) among employees within the institution. The optimal utilization of available economic resources in the field of training means the following: 1) Preventing waste of the organization's funds on fruitless training activities; 2) Developing and training employees to improve their job performance. ETCS grafted with CSR requirements, will enable HRM to abide by its economic responsibility (optimal use of available economic resources) and ethical responsibility (fair opportunities for all). Institutions incur high costs for training their employees to improve their job performance. The purpose of training is to improve performance. Training costs must be offset by economic gains for the organization's benefit. These gains can be achieved by developing and improving employee performance. Otherwise, the training will be fruitless (no improvement in employee performance). Fruitless training in any institution is a waste of the economic resources of that institution. Unjustified and fruitless training may indicate the institution's lack of commitment to its economic responsibility (Profit maximization) towards the owners or shareholders. CSR does not necessarily mean that every employee will receive training courses unless there is a need for that. Training of employees should be held only when absolutely necessary and with the aim of improving the organization's current and future economic performance. This is in line with the content of the idea of CSR. Therefore, the training activities must be managed by HRM in accordance with the requirements of CSR in this field. Achieving this goal will be increasingly difficult in large organizations where the number of employees is in the thousands. One of the effective tools that HRM can adopt in any large organization is ETCS, which must be designed in a manner consistent with the requirements of fulfilling CSR in employee training. The commitment of HRM to the standards of effectiveness and efficiency (grafted with CSR requirements) when performing its job duties in the field of employee training means its commitment to the requirements of fulfilling CSR in this field. Modern electronic systems in the field of employee training must include the requirements of fulfilling CSR in this field. The inclusion of these requirements will depend on the ingenuity and skill of the designer. Designing electronic systems in a manner consistent with the requirements of CSR will enable institutions to adhere to their social responsibilities.

This study was able to identify the requirements for fulfilling CSR in the field of employee training, which must be taken into account by HRM when preparing and implementing the training plan. These requirements can be considered advanced criteria for evaluating the effectiveness and efficiency of HRM in performing its functional tasks in employee development and training. Also, this study was able to include these requirements in a proposed electronic system under the name of "Electronic Training Card System (ETCS)," which can be adopted by large institutions. The adoption of ETCS in large

institutions will enable HRMs in those institutions to perform the training function in a manner consistent with the requirements of CSR.

Administrative deviations in any institution, if they exceed the acceptable limits, will hinder HRM from performing its job duties in the training field. The success of ETCS in performing its tasks effectively and efficiently will require the absence of administrative distortions in the institution's organizational and functional structure. In a precise sense, the electronic training card system cannot be applied in institutions where administrative distortions exceed reasonable limits.

References

[1] Abdel-Baqi, Salah El-Din (2002). Modern trends in human resource management. Global center. Cairo.

[2] Abu Rumman, Mohammed A. and Al-Rahahalh,Nadeen Emad (2016).Training Strategy and Its Impact on the Performance of Employees. European Journal of Business and Management. 8 (23): 75-80

[3] Al-Hiti, K. (2010). Human Resources Management. Wael Publishing house. Third Edition. Oman.

[4] Al-Nuseirat, A. & Biygautane, M. (2014) The Impact of Effective Training on Organizational Performance in Dubai's Public Sector. Mohammed Bin Rashid School of Government February, 2014.

[5] Al-Samarrai, Ahmed Hashem (2010). The impact of training strategies for developing human resources in the government sector: the electricity sector in Iraq as a model. Master Thesis . The Arab Academy in Denmark. Faculty of Administration and Economics. Graduate Studies. Available from:
https://faculty.psau.edu.sa/.../doc-5-doc-bf9b5a850f9afd054eb3bcd288c246c9-origin

[6] Asadullah, M. A., Akram, A., Imran, H., and Arain, G. A. (2017). When and which employees feel obliged: a personality perspective of how organizational identification develops. Rev. Psicol. del Trabajo y de las Organ. 33, 125–135. doi: 10.1016/j.rpto.2017.02.002

[7] Badran, Laila Mohamed Walid (2010). The role of HRM and training in achieving the competitive advantage of business organizations "a proposed model for Islamic banks". Faculty of Economics, Damascus University. Syria. Available from: https://bu.univ-ouargla.dz/master/pdf/Djouad_Rahil.pdf?idmemoire=1245

[8] Barry, C. (2003). Handbook of model job description, 1st Edition. United Kingdom: Kogan Page, London N1 9JN.

[9] Beardwell, I., & L. Holden (2001). Human resource management. A contemporary approach. Essex: Pearson Education Limited.

[10] Ben sosha, Riyadh (2008), human resource development, a strategic approach to achieving competitive advantage, a thesis submitted for a master's degree in business administration, University of Algiers.

[11] Blakely-Gray, R. (2017). What is the cost of training employees? Accessed at https://www.patriotsoftware.com/blog/payroll/on 24/03/2022.

[12] Borland, Jeff (2000).Recent Trends in Job Stability and Job Security in Australia. Centre for Economic Policy Research Australian National University.

[13] Carroll, A. B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders, Business Horizons 34, 39–48.

[14] Dasgupta,A. K.(1965).Disguised Unemployment and Economic Development.THE ECONOMIC WEEKLY. August 25, 1956. Retrieved from https:// www.epw.in/system/files/pdf/ 1956_8/34/ disguised _unemployment _and_economic_development.pdf

[15] DeNisi, Angelo and Smith, Caitlin E. (2014). Performance Appraisal, Performance Management, and Firm-Level Performance: A Review, a Proposed Model, and New Directions for Future Research.The Academy of Management Annals. 8(1), 127-179.

[16] Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. J. Manage. 16, 399–432. doi: 10.1177/014920639001600208

[17] Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. Procedia-Social and Behavioral Sciences, 229, 298-306.

[18] IGUDIA, Patrick Ohunmah (2022).Employee Training and Development, and Organisational Performance: A Study of Small-Scale Manufacturing Firms in Nigeria. American Journal of Economics and Business Management. 5(5):38-54

[19] Jacobson, N., Trojanowski, L., & Dewa, C. S. (2012). What do peer support workers do? A job description. BMC Health Services Research, 12(1), 205

[20] Jones, G.R., George, J.M., and Hill, C.W.L. (2000), Contemporary Management, New York: Irwin and McGraw Hills.

[21] Mohamud, A. (2014). The Effect of Training on Employee Performance in Public Sector Organizations in Kenya. The Case of NHIF. (MBA thesis) retrieved from http://erepository.uonbi.ac.ke/handle/11295/73664

[22] Ndibe, B. (2014). The effect of employees training on organizational performance, An Unpublished M.Sc. Proposal of the University of Nigeria, Enugu Campus, Accessed on 22/03/2022 at https://www.Academia.edu/33937063/.

[23] Niazi, Abdus Sattar (2011).Training and Development Strategy and Its Role in Organizational Performance. Journal of Public Administration and Governance.1(2):42-57

[24] Okumu,Elizabeth Linda ,Kiflemariam, Abraham , andMang'unyi, Eric (2018).Effects of Employee Training on Employee Performance: A Case of the Judiciary of Kenya.International Journal of Research in Management, Economics and Commerce.8(9):39-47

[25] Onyango, J. &Wanyoike, D. (2014). Effects of Training on Employee Performance: A Survey of Health Workers in Siaya County, Kenya. European Journal of Material Sciences, 1(1):11-15.

[26] RUSU, Gabriela, AVASILCAI, Silvia and HUȚU, Carmen-Aida(2016).Employee Performance Appraisal: A Conceptual Framework. Annals of The University Of Oradea. Fascicle of Management and Technological Engineering. Retrieved from http://www.imtuoradea.ro/auo.fmte/

[27] Saleh, Younis. A. Battal (2022 a). Evaluating the Quality of Corporations' Commitment to their Economic Responsibilities: A Theoretical Study to Enrich the Thought of CSR. International Journal of Economics and Business Administration.X (1), 214-238.

[28] Saleh, Younis. A. Battal (2022 b). Using the Concept of Precedence as an Approach to Explain the Logical Interaction and Interrelationships among Corporate Social Responsibilities: Battal's CSR Train VS. Carroll 's CSR Pyramid. Universal Journal of Business and Management, 2(1), 1–37. Retrieved from https://www.Scipublications.com/journal/index.php/ujbm/article/view/484

[29] Switasarra, Adelia Veneska and Astanti, Ririn Diar(2021).Literature Review of Job Description: Meta-analysis.International Journal of Industrial Engineering and Engineering Management. 3(1):35-44

[30] Thang, N.N., Quang, T.,& Buyens, D. (2010). The relationship between training and firm performance: Aliterature review, Research and Practice in Human Resource Management, 18(1), 28-45.

[31] Tharenou, P., Saks, M.A. & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes, Human Resource Management Review, 17: 251-273.

[32] Vinesh(2014). Role of Training & Development in an Organizational Development. International Journal of Management and International Business Studies. 4(2), 213 -220.

[33] Vinita, J. (2016). Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study. International Journal of Scientific Research in Science and Technology (IJSRST), 2(5), 80-86.