

# The reality of management with competencies in improving institutional performance (A Case Study of the Djezzy Foundation for Bechar Agency)

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## **Abstract**

*This study aims to know how the Algerian institutions really applicate the most important administrative methods, especially on some of the most vital ones such as the mobile phone institution “djezzy”, through answering the question: What is the reality of the application of the competency management method at the mobile phone institution “djezzy”? For achieving that, a questionnaire consisting of 3 main axes was designed and analysed (strategic competencies, providing the appropriate climate for the application of the competency management style, the administrative dimensions applied in the competency management style in the organization). The study concluded that the institution under study cares for strategic competencies and works on adopting some administrative and organizational dimensions that are considered as features of judging its application of the competency management style.*

**Keywords:** *competencies, competency management, administrative and organizational dimensions, Djezzy Institution.*

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## **1. Introduction**

The rapid developments in the world of business organizations today have led to the emergence of new administrative orientations in the field of human resources management, because the latter is one of the most interactive departments with its internal and external environment, and that the human resource is one of the greatest influential forces in determining the identity of the modern organization and the basis for its construction and development, because of its knowledge, skills and experiences, as the perception of it has changed from just an eternal worker to being considered as a source of knowledge and creativity that represents the focus of any evolutionary work of these organizations. The latter is no longer filled with the human element without qualification and incompetence, if not for the change made,

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endured and embodied by competencies, as no successful change can be achieved in the absence of them.

In order to keep pace with the developments taking place in the work environment of organizations, which is characterized by many complexities, it has become necessary for these organizations to come up with a solution regarding the management and management model, and to adopt the principles of new management thought based on the principle of efficiency as a management method and a model of organisation and management, which is a method of management with competencies, which is an approach that is included in all aspects of the organization's administrative activities.

### **1.1 Based on the Above, the Problem can be Posed as Follows**

Through all the above, this study comes to search for the reality of competency management in Algerian institutions by highlighting the field of Gazi Etisalat and here we pose the following problem:

- What is the reality of applying the competency management method in Gazi mobile organizations?
- Based on the above, the study seeks to answer the following questions:

What is the reality of competency performance at Gazi Bechar Branch?

- To what extent has the management competencies been applied in *djezzy* and what impact has this had on improving its performance?

#### **Hypotheses:**

- Djazzy Foundation is interested in managing its human competencies, which will reflect positively on improving its performance.
- There is an application of the competency management style in the *djezzy* Foundation for Bechar Agency.

### **1.2 Study Methodology**

#### **Objectives of the study:**

- Identify respondents' attitudes about competency management through its foundations within the Djazzy Foundation for Bechar Agency.
- Identify the areas of competency management at Djazzy Foundation and its role in distinguishing its performance.
- Clarifying the reality of competency management at the Djazzy Foundation for Bechar Agency.
- The first axis: generalities about competencies and management by competencies.

## **2. Literature review**

### **2.1 The concept of competencies and their dimensions**

#### **2.1.1 The concept of competencies:**

##### **➤ Linguistic definition:**

Competence as "doing something in a way OXFORD He knew a correct dictionary A person is considered the competent is the one who has the ability, the authority and the necessary knowledge to do something right. (Advanced, 1995, p. 232)

This means that competencies, according to this definition, are an individual's personal ability to do the work required of him properly.

##### **➤ Idiomatic definition:**

Many researchers have given different definitions of competence that have been gleaned from their research findings.

And their studies, the latter of which were the centrepiece.

We will try to present some definitions for researchers and scholars specialized in this topic:

##### **➤ Definition of the French professional group NEDEF:**

- In December 1990, competence was defined as "the right practical skill." (DEJOUX, 2006, p. 96)

- In October 1998 the following definitions were adopted:

"Professional competence is a combination of knowledge and skills and experience and behaviours that Practiced within a specific framework and are observed through field work, which gives it the status of validity, and then It is up to the institution to determine and strengthen and accept and develop (CNPf, 1998, p. 5)

##### **➤ Two basic elements emerge from the definition:**

- Competence can only be observed or measured in the professional context, i.e. during the performance of work, and therefore the strong link between performance and efficiency, and the practical relationship between the individual and the professional status occupies the essence of competence.

The institution is the place where the manifestations of competence of all kinds are manifested, and the entity that exercises for its account is responsible for discovering individual and collective competencies, determining their importance, accepting or certifying them by a competent authority, and working to develop them

##### **➤ Definition of Phillippe Zarifian:**

Phillippe Zarvian tried to define the concept of competence as "taking initiative and taking responsibility when faced with different professional situations and circumstances. (ZARIFIAN, 1990, p. 70)

"Competence is the ingenuity of cohabitation that relies on acquired and transferred knowledge with greater rigor when situations are more diverse. (ZARIFIAN, 1990, p. 96)

Through this definition, we note that the thinker linked efficiency to the actions of individuals and their ability to face all situations, so they have the freedom of initiative and responsibility in the face of complex and new professional situations that require him to be adept in confronting them and even living with them.

From the definitions provided by Zarifian and Le Boterf, it is clear that they generally agree on the following elements:

- Linking efficiency to activity: because we can only judge it by using it in a particular activity.

- Linking efficiency to working conditions: As a result of the rapid changes in the environment in which enterprises operate, efficiency Le Boterf considered the knowledge of proper behavior in a complex professional situation and Zarifian considered it the prowess of cohabiting with these situations. This does not mean that there is no competence in complex working conditions, but rather that it appears in the form of a set of constant knowledge and skills in conditions that are also stable, stable, expected and expected.

Finally, according to the definition of the French Association for Industrial Standards AFNOR "Competence is the use of abilities in a professional setting in order to achieve optimal functioning of a job or activity. (Habib and Ben Abbou, 2009, p. 112).

### *2.1.2 Efficiency dimensions:*

We note through the definitions of competence that there is an explicit and clear indication that efficiency is a combination of three basic components:

- **Knowledge (To know):** Knowledge is defined as a set of structured assimilated information and built-in A frame of reference that allows the organization to lead its activities and work in Special frame (Zahia and Khaldi, 2005, p. 177).

- **Colloquial knowledge (know-how):** skills are called and know It is an acquired or natural mental or mental ability in the individual, Skill suggests to the ability of the individual to act in a certain way to carry out the work required of him, Skills are determined Required: Ability to analyse Thinking and Innovation, training ability, etc. And it's better. Balance of knowledge and work in the sense of the sum of the knowledge necessary to carry out the work, whether productive or otherwise. (Wasila, 2004, p. 26)

- **ID Behavioral (Know-how):** behaviors as well as acquaintances are called Subjectivity It is a group Attitudes and personal characteristics Employee-related and required when practicing the activity in question, it is a set of personal

qualities such as order, accuracy and entrepreneurship.... (Asia, 2011, p. 9) This type of knowledge is social despite its influence extending to other aspects and appear in How an individual deals with his co-workers and everyone who has to do with him during work. Behavioral knowledge appears in the following three elements:

- Knowledge of proper behavior and behavior
- Skills shown by an individual in cooperation with others
- The way in which the information received by the individual is processed

## **2.2. Characteristics and types of competencies**

### ***2.2.1 Characteristics of competencies***

Different definitions at different levels agree on several characteristics, the most important of which are the following:

- Efficiency is not just a tendency, preparedness or willingness to act, but a process, because it involves a set of means and tools to address problems, unforeseen accidents, and developments that cannot be excluded, efficiency is not limited to the targeted performance or the resources necessary to exercise it, but goes beyond that to the procedures and processes that guide performance, and After all, we can simply understand how efficiency can be a process if we can answer the question "How do we build an efficiency? "Understanding and tracing the stages of this process makes it possible to collect the necessary and appropriate conditions and requirements to achieve it.

- Efficiency is a system because it integrates knowledge, skills and behaviors' inputs of this system are all resources that contribute to building efficiency, whether tangible or intangible, while the processes are the recruitment, organization and coordination of these resources, and with regard to outputs, they are the results reached, which are reflected in the quality of Quality of performance efficiency contributes to achieving outstanding performance in a particular professional setting;

- Efficiency is highly efficient, as knowledge is operated and different skills and preparations to achieve a specific goal. (Moussaoui and Khaldi, 2002, p. 8).

- Competence results from an individual in a particular professional position or from a work team, and is based on an expected result;

Efficiency Build results from the appropriate coordination of resources, both at the individual level, Community or Organization as a whole, (Boterf, 1999, p. 116) thus the ability Coordination is an efficiency in itself to build competencies that suit the circumstances in which you are

- Competence is acquired; the individual is not born competent to perform a particular activity, but rather acquires it through his practice of activities and experience gained from his experiences at work in addition to the training directed to him.

- Efficiency is an abstract concept; it is invisible, what can be observed are the activities practiced. And the means used and the results of these Activities, and by this we say that it is not originally in the accounting sense such as patents. (Dejoux & Anne, 2005, p. 278)

Efficiency is not permanent, it is circumstantial, as it becomes obsolete when not used, because it comes from individuals, if they are not allowed to demonstrate their competence and their skill is Van The latter fades, and then the organization cannot benefit from them. (Mazhouda, 2003, p. 14).

### ***2.2.2 The concept of competency management and its objectives***

#### **\* The concept of competency management:**

You knew Cohen Annik Cohen Annick Internships Officer in Human Resources Management BLIND Management competencies as "the third level of the competency curriculum undertaken by management or higher levels of organization Which casts It is tasked with preparing policies and the strategies of the institution, which became Efficiency is an integral part of it and that's what It will give efficiency a strategic dimension. (Cohen, 2023)

Competency management therefore refers to "the process through which the institution depends on the capabilities provided by its workers who possess competencies that are not actually used by the institution (or exploited weakly), but it can help to develop its activity or open new markets and through this definition it is clear to us that the competencies that this management style means are not limited only to the competencies required by the current jobs, it attaches great importance to the competencies possessed by individuals and Which has an economic market value, i.e. strategic efficiency that enables the institution to excel, but the institution did not exploit it as much as it has value, and thus the management of competencies aims to (cométence, 2023)

### ***2.2.3 Objectives of the Department with Competencies***

For all the resources of competitive advantage are internal because they lead in the largest part to the allocations of institutions of resources, competencies and characteristics inherent to this wealth and the ways and methods of the institution to them, the main goal of the management of competencies is to ensure the excellence of the institution through the possession of distinguished competencies and it does not stop at this goal, but seeks for more:

- ✓ Leading the organization in a variable year that is not fixed.
- ✓ Develop the collective prowess of the organization by motivating employees to act, activating their professional actions to support the success of the organization as a whole.
- ✓ Increase and valuation of capital Human and create an advantage Unique competitiveness. (Annik, 2010)

- ✓ In competency management, workers are not just resources but resources that produce values. (Annik, *Entrez dans la stratégie du Management par les compétences*, 2001)
- ✓ Competency management gains its true dimension by giving more meaning to participation and upholstery of all the workers of the enterprise thanks to the theory of common profits "Ganant-Ganant".
- ✓ Encouraging the merit of employment for all its workers in the sense that they have the ability to face job developments and expectations and possibilities of job change

### **3. Stages of Competency Management**

In order for the institution to achieve its goals in light of the intensification of competition, it relies on its human categories to achieve its strategic objectives through the process of management with competencies that go through several stages, the most important of which are:

#### **3.1 Integrating Efficiency into the Enterprise Strategy:**

In competency management, the interest in efficiency is the prerogative of the higher levels of management, which embodies it through the preparation of a competency strategy, the strategy is the way that determines the directions of activities and helps to face problems and deal with internal and external changes as well as uncertainties, and for this it always refers to the organization's perception and basic objectives within a framework that monitors long-term tests.

In general, the strategy describes the ways in which the organization achieves its objectives taking into account threats. And opportunities with the environment, resources and current possibilities for this organization. (Al-Salam, 1998, p. 113).

This concept carries with it three main factors that greatly influence the strategy:

The internal environment, objectives, resources and internal capabilities and the latter is the most important as the resource is a key factor that intervenes in the overall production processes of goods and services of the institution. The resources of institutions can therefore be considered for the sources of competitive advantage and are arranged in three types of the following: (Aubert. Jacques, 2005, p. 65)

- Physical capital resource: factories, equipment, finance, technology.
- Organizational Capital Resources: Regulation, Planning, Control.
- Human Capital Resource: Creativity Competencies.

### 3.2 Identify competencies that achieve excellence for the institution

Strategic competencies are what allow an organization to develop in a highly competitive and complex environment that gives meaning to the entire process, but not all competencies in an organization are strategic competencies. (Hamadach, 2023)

#### A. Strategic Efficiency Attributes

Like any other resource, efficiency is strategic if:

- **Useful:** The benefit of efficiency is due to the role played by the latter in the process of creating values for the organization, and the benefit here loses its economic meaning (market analysis of benefits) and material (creating values for customers) to take the significance of strategic design (creating values for customers) At the strategic level, the creation process is embodied for the organization through the development of products or services that are considered as unique and respond by checking the desires of its customers, efficiency is useful and is therefore strategic and as a result it is that Allow by recruiting or organizing them with other competencies will allow the development of such products or services. (Rouly & Guy, 2002)

- **Rare:** Efficiency must be scarce in order to achieve competitive advantage in the sense that only a certain number of institutions can access it and if the resource is not unique but its transfer is not possible (lack or scarcity in the markets), its scarcity will increase. (Téphane, 2023)

- **Difficulty in imitating:** Resources or efficiency must be difficult to imitate in order to prevent competitors from responding to the strategy, and Lippmann and Remelt consider the production process of an enterprise cannot be imitated by competitors when the factors for obtaining good high performance are not clearly defined and when the recruitment of factors of production factors is incomplete due to the presence of special factors that competitors do not have and that relate to implicit skills or franchise rights.

#### B. Types of Strategic Competence

Strategic efficiency has two aspects: the strategic efficiency of individuals and the strategic efficiency of the organization:

- **Strategic competence of individuals:** The competencies that will ensure their professionalism throughout life with their competencies that are continuously proven allow to transcend the narrow framework of the current meaning of the job even in the eyes of the institution itself and allow in general the integration of competencies developed in non-professional life....

- **Collective Strategic Efficiency Strategic:** competence can exist at all levels of the hierarchy That's why Strategic competence has an impact on various professions functions and efficiency organization The strategy of the organization



around three types of machinery and she: Senior Competencies, Competencies collective, Dormant competencies (Cohen, 2023)The latter The Foundation seeks to discover it and exploited from During its activation and invest in The framework of its strategy based mainly on the optimal utilization of all the resources of the institution..

### **C. Indicators for determining the strategic competencies of the institution**

The most important factors or indicators used in determining these strategic competencies:

- Competencies that have the ability to contribute effectively to the completion of the strategic projects of the institution.

- Competencies that in their absence affect the completion of strategic projects because their role lies, for example, in facilitating communication and motivation processes....

- Rare competencies that gave the institution a competitive advantage through its knowledge, technical and organizational ability obtained through its experience within the institution. (Benaissa, 2004).

### **3.3 Implementation and follow-up phase**

After the strategic competencies have been identified and identified, the higher bodies develop the necessary policies that aim to: work to highlight and protect them, find appropriate solutions in order to fully and fully benefit from their potential, and this can only be achieved through an actual policy for wages and salaries, training policy and the management of workers for career paths as well, all of course, according to the efficiency approach.

## **4. Methods**

### **4.1 The second axis: a standard study.**

Projecting the theoretical framework of the subject of the study on the ground by studying the reality of competency management in Algerian institutions requires, as a first step, the provision of a clear methodological framework that defines the features and basic rules that are conducted through the field study through:

### **4.2 Study Community and Kind:**

Determining the location where the research is being carried out is very important, and to test the hypotheses in the field, we have chosen as researchers to project the theoretical framework of the study topic on the telecommunications sector represented by an institution Djezzy Bechar Agency.

➤ **Study population:**

For this study, the study population included the workers and staff of the Djazzy Bechar Foundation without distinguishing between male and female, 40 questionnaires were distributed and only 35 were retrieved.

➤ **Study sample:**

The sample of the study was represented in 87.5% of the employees of the Djazzy Bechar Foundation, i.e. (35) employees, where the study is related to the reality of management and competencies in Algerian institutions.

➤ **Limitations:**

Of the study: This study was applied to the Djazzy Foundation for Bechar Agency.

**5. Results of the analysis of the validity of the questionnaire**

**5.1 Secondly. Statistical concepts and methods used in the study**

The five-way LIKERT method was used and resulted in a field of relative importance, then calculating the arithmetic mean and determining the relative importance of each dimension as follows:

There are four domains and five levels, including 4/5-0.8, so the areas of relative importance are as follows:

**The degree corresponding to the Likert pentameter**

**Table 1**

Arithmetic mean	01 to 1.80 degrees	1.81 to 2.61 degrees	From 2.62 to 3.42 degrees	3.43 to 4.23 degrees	4.24 to 5 degrees
Rate Likert	Strongly disagree	Disagree	neutral	I agree	Strongly agree
Degree of approval	Very low score	Low score	Medium degree	High score	Very high score

Source: Outputs from the SPSS program based on the respondents' answers.

**5.2 Third: Analysis of the results of the study**

**5.2.1 View and analyse the results of the first section on personal information**

**Gender**

**Table 2**

Gender	Number	Ratio
male	26	74,3
female	9	25,7
Total	35	100

Source: Outputs from the SPSS program based on the respondents' answers.

From Table No. (02), we note that in Djazzy there is diversity in gender, i.e. it is a mixed institution, but the percentage of males is greater than females, according to the studied sample, where the percentage of males is estimated at 74.3%, while the percentage of females is 25.7%.

#### Age Group

**Table 3**

lifetime	Number	Ratio
20-30	3	8,6
31-40	16	45,7
41-50	13	37,1
Greater than 50	3	8,6
Total	35	100

*Source:* Outputs from the SPSS program based on the respondents' answers.

From Table (03), we note that the majority of workers aged between 31-40 years by 45.7%, and the next category is the category of 41-50 years by 37.1%, while for the youth group aged 20-30 years and the category over 50 years, it is almost non-existent according to the studied sample, where their percentages were estimated at 8.6%.

#### Academic Qualification

**Table 4**

Qualification	Number	Ratio
Less than secondary	1	2,9
secondary	6	17,1
academic	23	65,7
Graduate	5	14,3
Total	35	100

*Source:* Outputs from the SPSS program based on the respondents' answers.

From Table (04), we note that the majority of respondents had university degrees estimated at 65.7%, and this can be attributed to the gift in employment.

#### Years of Experience

**Table 5**

Number of years of experience	Number	Ratio
Less than 5	1	2,9
From 5 to 10	7	20
11 to 15	14	40
More than 15	13	37,1
Total	35	100

*Source:* Outputs from the SPSS program based on the respondents' answers.

It is clear from Table (05) that 40% have professional experience from 11 to 15 years and 37% have more than 15 years of experience, while those with experience from 5 to 10 years estimated at 20% and those with less than 5 years of experience of 3%, which is one person from here we conclude that the institution has a good percentage of experience.

### 5.2.2 Statistical results of the opinions of the studied sample members on the availability of strategic competencies in Djazzy Foundation

The statistical results of the first axis, according to the opinions of the members of the studied sample, show the availability of strategic competencies in mobile phone institutions in Algeria in its partial dimensions, as follows:

#### 5.2.2.1 Statistical results of the opinions of the members of the studied sample of the extent of interest in strategic competencies in the Djazzy Foundation

The statistical results of the statements of the second dimension, which is the extent of the institution's interest in strategic competencies in the Djazzy Foundation, appear according to the following table:

**Evaluation of the Corporation's Interest in Strategic Competencies**

**Table 6**

Phrases	Average Arithmetic	Standard deviation	Order	Grade
The organization works to acquire competencies that allow it to achieve excellence	3,86	0,97	2	High
The institution works to gain competencies at various administrative levels to strengthen and gain competitive advantages	4,09	0,85	1	High
Strategic objectives are determined on the basis of competencies in the organization	3,83	0,95	3	High
<b>After the Foundation's interest in strategic competencies</b>	3,92	0,81	-	High

*Source:* Outputs from the SPSS program based on the respondents' answers.

The degree of approval of the sample members on the second partial dimension of "the extent of the interest of the Djazzy Foundation in strategic competencies" was a large lira, where the arithmetic mean reached 3.92 degrees and a standard deviation estimated at 0.81.

5.2.2.2 Statistical results of the opinions of the studied sample members on the quality of competencies available at Djazzy Foundation

The statistical results of the statements of the third dimension, represented in the quality of competencies available in Djazzy Foundation, are shown according to the following table:

**Evaluation of the quality of competencies available at Djazzy Foundation**

**Table 7**

Phrases	Average Arithmetic	Standard deviation	Order	Grade
Competencies possessed by the institution: - Allows rapid response to changes in the environment. - It is owned by a few other institutions. - Difficult to transport and move to other institutions. It cannot be easily replaced by other competencies.	4,03	0,98	2	High
The organization has qualified individuals who achieve a degree of excellence	4,34	0,68	1	Very high
Employees who assume core functions in the organization possess the competencies that allow it to achieve excellence	3,91	0,95	4	High
The competencies in the organization are closely related to business strategies and market needs	3,91	0,88	3	High
<b>After the quality of competencies available</b>	<b>4,05</b>	<b>0,68</b>	<b>-</b>	<b>High</b>

*Source:* Outputs from the SPSS program based on the respondents' answers.

This dimension of the quality of competencies available in the Djazzy Foundation came to a high degree, with an arithmetic average of 4.05 degrees, and it appears that the sample members agree that their organization recognizes that there are qualified individuals whose boxes are dependable, and that the competencies that are based on their boxes are difficult to transport and move, allow rapid response to changes, possessed by a small number of institutions and can not be easily compensated. We can say that there is agreement among the respondents about the quality of competencies available in their institutions in all paragraphs of the dimension phrases

### 5.2.2.3 General evaluation of the availability of strategic competencies in Djazzy from the point of view of managers and executives

Looking at the previous tables together, it is possible to arrange the elements included in the main axis of the availability of strategic competencies in Djazzy according to the opinions of the sample in the following table.

**General Assessment of the Availability of Strategic Competencies at Djazzy**

**Table 8**

Partial dimensions of the axis	Arithmetic mean	Standard deviation	Order	Grade
The importance of the human resource in the organization	3,98	0,73	2	High
The extent of the organization's interest in strategic competencies	3,92	0,81	3	High
The quality of competencies available in the organization	4,05	0,68	1	High
Average general axis	3,98	0,74	-	High

*Source:* Outputs from the SPSS program based on the respondents' answers.

Looking at the partial dimensions of the strategic competencies dimension in the Djazzy Foundation (the importance of human resources, attention to strategic competencies, and the quality of the available competencies), we find that they are close according to the five-gradient scale, where the general average of the dimension was 3.98 and a standard deviation of 0.74, and according to these results, the degree of approval of this dimension was high, and this is what it indicates that most of the sample members agree about him. The third partial dimension appeared in the first order with an arithmetic average of 4.05, followed by the first partial dimension with an arithmetic average of 3.98, and finally the second partial dimension in the third place with an arithmetic mean of 3.92 a; Through the above, it can be said that there is an acknowledgment of the existence of a competency stock in the Djazzy Foundation, and the existence of awareness about the importance of this stock, but this is not enough if the appropriate organizational factors are not available for the success of this stock to perform what it was found for,

### 5.2.2.4 The general evaluation of the reality of the management style with competencies in the Djazzy Foundation according to the opinions of the sample members:

The following table deals with the results of the opinions of the members of the studied sample on the reality of Oslo B management with competencies in the Djazzy Foundation in its various dimensions as follows.

**General assessment of the reality of the competency management style in Djazzy Foundation**

**Table 9**

axles	Arithmetic mean	Standard deviation	Order	Grade
Availability of strategic efficiencies	3,98	0,74	1	High
Provide a climate for the application of competency management style	3,94	0,76	2	High
vailability of organizational dimensions of competency management style	3,85	0,86	3	High
<b>Competency management style</b>	3,92	0,79	-	High

*Source:* Outputs from the SPSS program based on the respondents' answers.

Looking at the averages of the axes expressing the reality of the application of the competency management style in the Djazzy Foundation (availability of strategic competencies, availability of the climate for applying the management style with competencies, availability of the organizational dimensions of the management style with competencies), we find that they are close according to the five-gradient scale, where the general average of the competency management style reached 3.92 degrees with a standard deviation. According to these results, approval was high, as the results of the first axis related to the availability of strategic competencies in them to a high degree, in the sense of a consensus on the availability of competencies in them and the existence of awareness on their part of their importance to achieve their goals, while we find the axes related to the availability of the appropriate regulatory environment for them from the climate and organizational dimensions are also to high degrees. And that is what It makes us acknowledge that most respondents agree that there are features of the competency management style, despite the existence of shortcomings.

## 6. Conclusions

Based on the above findings, the following conclusions can be included:

- The existence of agreement on the part of the members of the study sample on the dimensions of competency management, this is due to the strength of the respondents' adoption and awareness of its importance in the Djazzy Foundation for Bechar Agency.
- The existence of agreement in the views of the members of the study sample on the provision of training courses, which indicates the great interest of the institution in this subject.
- There is agreement in the respondents' opinions about the organization's endeavor to evaluate competencies continuously and permanently to know their strengths and weaknesses.

- The use of competency management is one of the important means of achieving outstanding performance by enhancing the practice of participation, trust and commitment between the boss and subordinates.

- Competency management is one of the ways an organization determines its way and what it wants to reach.

- Competency management is the best means in the organization as it makes optimal use of available resources to reach excellence in performance.

- Djazzy Organization is considered one of the most important national organizations that work in the style of management with competencies, which has achieved high excellence in the level of its performance.

- Based on the findings, we propose the following recommendations:

- Emphasize the importance of using the competency management method as one of the important means by promoting practices of participation, trust and commitment between the boss and subordinates.

- Establishing an independent administrative unit in the name of the Department with competencies to be within the organizational structure in order to pay attention to performance and work.

- The need for the organization to strengthen the ways of applying management with competencies by giving individuals the freedom to draw, pay attention to and address their goals in order to facilitate the process of their application.

- Work to involve and empower qualified individuals in setting the company's goals and give them authority to make decisions.

- Define clear criteria for filling positions in the institution based on evaluation and high efficiency.

- Work on competency planning using the discretionary management of positions and competencies to know the type of competence required for work.

- Developing the capabilities of those responsible for attracting competencies in the Djazzy Foundation - BecharAgency, by resorting to specialized training programs and contact with experts and consultants in this field.<sup>1</sup>

- Developing the competencies of the institution researched by relying on internal and external training by contracting with specialized institutions or resorting to foreign expertise to develop their skills.

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