

Evaluated Strategies to Increase the Attraction and Retention of Competencies in Algerian Companies

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Abstract

The aim of this paper knowledge the basic concepts related to attracting competence to highlight its importance for Algerian companies and identify the reality of the Algerian company and its ability to attract the necessary competencies and maintain them through An Empirical Study. We finished our article by an empirical study to test our hypotheses. We choose the sample composed of 100 Algerian companies. We used regression in Analyse data by spss V 24.0 software. The alpha Cronbach's coefficient of the items equal (0.975). According to the results, the variables (the wage system (0.196), the career development (0.246), the institution cultural (0.296) and the institution reputation (0.128)) affecting the maintenance of competencies. In addition, the worker's competency formation (0.114), training (0.678), motivation (0.313), and climate organization (0.227) have an effect on the maintaining competencies process in Algeria companies.

Keywords: MRH; Competencies management; Attract and retention competencies; Algerian companies

Introduction

The world today is undergoing phase full of growing and economic challenges. Most of the countries are working to liberalize economy from all obstacles, whether in the field of trade; investment production and services where interdependence has become closely between the countries in achieving growth, development and perhaps the most important characteristic of the transformations and changes [1].

In the twentieth century, the atheist witnessed the evolution of the global management thought; from looking at the human element as an original labour is at the beginning of the twentieth century to the attention of human minds as a source of knowledge and creativity. The most important strategic resource gives excellence and leadership.

Economic companies now know a multiplicity of functions and activities. These functions need HR to enjoy efficiency and different skills and variety to do their performance, in turn, led to a greater need to perform different roles of the institution, and the need for individuals who can provide for these roles. In addition, it becomes urgent attention in the organization to find ways to the most qualified to understand the roles assigned to them in order to meet the organization has needs and achieve their goals [1].

On this basis, the administration of human resources became give great importance to the activity of polarization. So that a way to motivate and cajole the human resources of the labour market to advance and asked to work in the organization [2]. It's getting this talent alone is not enough because we need to learn how to invest and maintain, their presence itself does not lead to the desired results unless it is dealt with in ways that managed to employ them as ideal. So it has retained competencies one important to the success of economic enterprise activities, have resorted many institutions to use a variety of means to keep the owners of skills and high capacity [3].

The Algerian institutions because of the recently economic changes, known to the world. They have seen the radical change in recent years for their adaptability to the changes in the environment and in particular, the requirements relating to competitiveness and in which human resources represent the highest level of competitive advantage of the changes [4]. The success and excellence are the

result of management and the importance accorded by this human resources system and management dealing with its affairs system, and emphasizes the modern theories in management. This resource logic mind instead of saving hand, would allow this superiority without doubt. Economic Corporation Algerian is inception knew many of the transition stages from self-management, the Socialist governance, institutional autonomy and finally privatization policy in addition to rehabilitation programs. Where each of these stages had a reflection on how the management of human resources within the organization. We are trying to learn how to conduct the Algerian business organizations human resources across the different stages that you have defined, and numerous attempts to reform undergone by the Algerian economy, and through the conduct of these organizations system from human resource management. Because any economic turnaround is supposed to be doing. We coincide with the change in the philosophy and practice of management of human resources in it. Talking about the need to modernize the national economy to face the challenges of globalization should also address the problem of the management human resources in the economic our organizations.

The research goals

We are doing research to achieve a number of the main goals listed below:

- Attempt familiarity with the basic concepts related to attracting talent highlighting its importance for the economic institution.
- Recognize the reality of the Algerian company and its ability to attract the necessary competencies and maintain.
- Find out the ways and means by which they depend Algerian economic enterprise to attract talent and maintain.

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The selected method

To answer the problematic study, and prove the validity hypotheses we chose descriptive and analytical methods because it can collect and analyse data and draw conclusions.

As for the practical side, and was in addition to the descriptive method using the case study method, through the form to test hypotheses on the institutions study the place and also based on the direct interview with the tires of these institutions.

Our paper structured as follows. After a brief introduction, we present a literature review about the Algerian institution and their roles to attract the competencies. The second section concerns the conceptual framework of the study where we found the conceptual model with the theoretical discussion. Finally, we finished our research with an empirical study to confirm our model and our hypothesis.

Literature Review

Since independence for Algeria is seeking to achieve the goal of growth and development during the developmental schemes Sponsored in the end sixties century to the early eighties as part of the first quartet planned (1970–1973) quadruple the second scheme (1980–1984) [4]. The most important result of these development programs is the case of the fiscal deficit and inefficiency suffered by most Algerian institutions with administrative and management followed the pattern. Bodies are commandments were interfering in most of the decisions taken. This program were not based on rational foundations of a credible and in the search, for efficiency has applied Algeria was the other political independence of public institutions followed after that industrial restructuring and finally privatization [4].

After all the reforms and development programs adopted by Algerian institutions. Algerian economy can raise the level of performance through raising the level of its resources to humanity. Especially, the owners of efficiency within the organization to attract competence that you need from outside the institution, and the other stage is to be the organization’s conduct with this efficiency by providing all the means to preserve them [5]. From the above we can formulate our research problematic as follows:

What are the ways and methods utilized by the Algerian economic enterprise to attract competencies and maintain them?

Fall of the problematic, the group of sub-questions are:

Does the Algerian economic enterprise depend on the wage system and career development to attract qualified human resources?

Do you contribute to the culture of the institution and the reputation of the institution in attracting skilled workforce needed by the Algerian economic enterprise?

Conceptual Framework of Research

Hypotheses

In order to address the dilemma posed the following Hypotheses:

- Considered the wage system, career development, enterprise culture, the reputation of the institution roads on which they depend Algerian economic companies to attract talent.
- Formation and motivation are one of the means by which they depend Algerian economic enterprise to maintain competencies.

The reasons for choice of subject

Its several justifications for choosing this topic:

- Personal reasons are the nature of scientific discipline that I teach, in addition, desire to provide access to the most important ways and means used by the Algerian organization to attract talent and conservation. As well as tendencies search, the topics related to the efficiency development and the human element skill.
- Causes of objectivity regarding the importance of the Algerian Foundation provides the necessary competencies and which has become a competitive advantage.

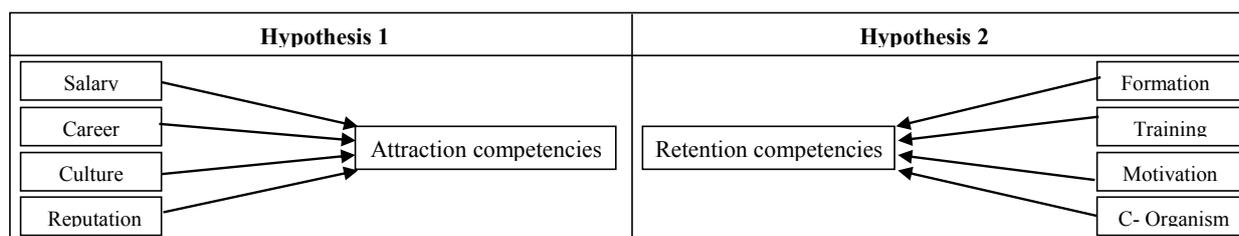
Importance of the study

This research studies the element human importance of in business organizations, being considered a component basis in the success or failure institution; whatever possessed the latter of technology and money and was its human resources are not qualified or is unable or unwilling to act. It inevitably goes to the failure and then disappearing.

In addition, it draws this Find importance of the period covered in the Algerian economy. Which is characterized by openness to globalization, and therefore Efficiency working to create value for the organization and pave the way for an institution capable of competing in a changing economic environment? The economic institutions based on the national economy structure. However, the conduct of the process has not lived up to the required level, since independence and to this day, these institutions knew many conventions in the search for efficiency. It is interesting Algerian institutions attracting talent and maintains regarded as an investment in their greatest resource and human capital to keep pace with changes economic developments [6-9].

Conceptual model

The above presentation, allow us to propose the following theoretical model (Figure 1).



Source: Elaborated by authors.

Figure 1: Conceptual model.

The Research Methodology

Sample

We preferred the choice of sample study in a manner not random, where we have distributed the questionnaire to the 122 companies; we got 102 of which his questionnaire after we have examined the exclusion of two questionnaires for the validity of the analysis. Therefore, the sample study consists 100 companies operating in the same the Economic and Social Council. It has been tested and this group of institutions in the following Cities: Tlemcen, Algiers, Sidi Bel Abbes, Oran, Setif, Ain Temouchent Province, Bordj Bou Arreridj Province, Mostaganem Province, Batna. From both the public and the private sector, and had tried to focus on the major institutions in various activities (Table 1).

Questionnaire validity

We verification the questionnaire flat through the method coefficient of thousand Alpha Cronbach's to measure the overall stability of the questionnaire. The table below shows the results of the Alpha Cronbach's test:

Through the result of the table note that a parameter value Alpha Cronbach's had far exceeded (0.7), which indicates that, the items of the questionnaire have a high stability. The value of the parameter alpha test for all items is (0.975) that all expressions of the study measures have the credibility and stability of high standard (Table 2).

Test hypotheses

We use the SPSS v 24 as a tool to prove or reject hypotheses Study.

The first hypothesis: Remuneration, the career development, the culture and the reputation are the ways-Algerian institution to attract competencies.

The results of the first hypothesis were as follows:

The variance analysis ANOVA (Table 3).

Notes from the table above sig mutual influence between the remuneration system, career development, enterprise culture, the

Personal variables		Occurrences
Sex	Man	86
	Woman	14
Scientific qualification	Secondary or less	10
	Certificate BAC	3
	He holds a Bachelor	60
	Post-graduate studies	27
The property	Public Institution	59
	A special institution	41
	Mixed Institution	0
Function	Director General	37
	An Executive Director	31
	The Director of the human resources	32
The institution's experience in the area of activity	Less than 5 years	9
	From 5 to 10 years	18
	From 10 to 15 years	19
	15 and over	54
The number of workers in the Enterprise	Less than 250	53
	More than 249	47

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 1: General statements on the institutions to target.

The number of words	Alpha Cronbach's
103	0.975

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 2: Alpha test for all items.

Sum of squares	15.945	5.688	21.633
Degree of Freedom	4	96	100
Sum of squares	3.896	0.06	-
F Test	66.583	-	-
Significant Level	0	-	-

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 3: The variance analysis ANOVA.

reputation and the polarization of the competencies, because the value (P) was a sig (0.000). It's smallest of the sig level (0.05) and thus the first hypothesis: The wage system, the career development, the culture and the reputation are the ways-Algerian institution to attract competencies, confirmed.

Transactions multiple regression: The regression equation of the impact of the pressure of time to conclude the linear relationship as follow (Table 4):

$$Y=1.240+0.196X1+0.296X2+0.128X3+0.246X4$$

In the light of the above, all the variables affecting the maintenance of competencies; as noted from Table 2 that the value of the impact of the wage system in the process of attracting the competencies of equal (0.196). It is largest of the sig value estimated (0.15) and the values of P and T sig. We also note that the career development is also having an impact on the process of attracting competencies, as equal (0.296), which is the largest of the sig value estimated (0.15) and the values of P and T sig (Table 4). For operands for the institution cultural having an impact on the process of attracting competencies, as equal (0.128); the values of P and T are sig, the level of estimated sig respectively (0.05) and (1.96). In addition, the institution reputation is also having an impact on the process of attracting competencies, as equal (0.246); the values of P and T are sig, the level of estimated sig respectively (0.05) and (1.96).

All these results confirm the validity of the premise that the wage system, the career development, culture and the reputation of the means which the Algerian institution to attract competencies.

Specifically laboratories (R-square) (Table 5).

The table shows above the correlation coefficient between the variables estimated (0.859) representing the proportion (85.9%) of the interrogators identified by specific laboratories.

The second hypothesis: Which consider training tools of incentives one of the means depend on the Algerian Institution to maintain competencies.

The results of the second hypothesis were as follows:

The variance analysis ANOVA (Table 6).

Notes from the above table sig mutual influence between the Formation and motivation the preservation of the competencies, because the value (P) was equal (0.000); that is smallest of the significant level (0.05) and thus the second hypothesis: Formation, Training, motivation, climate organization are the means which the Algerian Institution to maintain competencies, confirmed.

Transactions multiple regression (Table 7).

Hypotheses	The Independent variable	The Dependent variable	Sig. level	Coefficients	Hypotheses results
1	The wage system	The polarization of the competencies	0.000	0.196	Confirmed
2	The career development	The polarization of the competencies	0.002	0.246	Confirmed
3	The enterprise culture	The polarization of the competencies	0.001	0.296	Confirmed
4	The reputation of the enterprise	The polarization of the competencies	0.006	0.128	Confirmed

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 4: Results of sig test transactions multiple regression.

	Coefficients
R	0.859
R-Square	0.737
R-Square adjusted	0.726
Standard error of estimate	0.245

Source: Prepared by researchers using SPSS v 24 (n=100)

Table 5: Specifically laboratories and specifically ratios.

Sum of squares	26.364	7.914	34.278
Degree of Freedom	4	95	99
Sum of squares	6.591	0.083	-
F Test	79.117	-	-
Significant Level	0	-	-

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 6: The variance analysis ANOVA.

Hypotheses	The Independent variable	The Dependent variable	Sig. level	Coefficients	Hypotheses results
1	Formation	Maintain competencies	0.01	0.114	Confirmed
2	Training	Maintain competencies	0	0.678	Confirmed
3	Motivation	Maintain competencies	0	0.313	Confirmed
4	Climate Organization	Maintain competencies	0	0.227	Confirmed

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 7: Results of sig test transactions multiple regression.

The agenda of the regression transactions of the impact of the pressure of time to conclude the linear relationship:

$$Y=0.114X1+0.678X2+0.313X3+0.227X4-1.014.$$

In the light of the above; the factors affecting the process of maintaining competencies in the Algerian institution; as noted from the table that the value of the formation of competencies effect the maintaining the competencies, estimated equal (0.114) and the values of P and t sig. Also, note that the value of the training competencies effect the maintaining the competencies, as equal (0.678), which is the largest of the sig value estimated (0.15) and the values of P and t sig.). In addition, the Motivation is also having an impact on the process of maintaining competencies, as equal (0.313); the values of P and T are sig, the level of estimated sig respectively (0.05) and (1.96). In addition, the climate organization have an impact on the maintain competencies estimated (0.227) the values of P and T are sig, the level of estimated sig respectively (0.05) and (1.96). All these indications to accept the premise that the formation, training, motivation and Climate Organization of the means which the Algerian Institution to maintain competencies.

Specifically laboratories (R-square): The table shows above the correlation coefficient between the variables estimated (0.877) representing the proportion (87.7%) of the interrogators identified by specific laboratories (Table 8).

	Coefficients
R	0.877
R-Square	0.769
R-Square adjusted	0.759
Standard error of estimate	0.289

Source: Prepared by researchers using SPSS v 24 (n=100).

Table 8: Specifically laboratories and specifically ratios.

We have tried in this study to drop the theoretical on the practical, through the examination of the reality of the institution of the Algerian economy, and to identify ways and means of action to attract the competencies and maintain.

The beginning of the steps applied study so that included the identification of the approach taken and of the descriptive approach analytical work that allows data collection, analysis and interpretation; as well as to rely on a case study approach, where the questionnaire design as an essential tool for applied study.

It tackled the study sample, methods of statistical analysis) program spss (rely mainly on factor analysis to test the Instrument; as well as to the variance analysis and testing of the regression model to discuss data and to test the validity of the hypotheses or denied.

In the light results reached the framework of this study and our following perceptions; The Algerian enterprises to adopt policies for the development of a new route beyond the traditional understanding of the development of the route to upgrade the transfer across the career degrees and human efficiency for the career track is a part of the work climate institution. it is necessary to realize the Algerian institutions the importance of career development as an effective strategy to attract human efficiency. The career develops competency precedence among concern of the Supreme departments and institutions under the criteria for measuring the development process. The Algerian enterprises to improve the working environment, competencies are members of distinct and seek to achieve themselves under the comfortable work conditions, the stable work climate, allow them to creativity and participation in public opinion. If you do not find these competencies in its endeavour of the institution that certainly lapped it would search for another place. The attention of direct officials and the wishes of workers identify their needs and work to achieve the provision. To give human efficiency more powers to make important decisions, to assume its responsibility, and to encourage them to generate new ideas and put it into effect.

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