

Training and Development of Competencies as a Mechanism to Improve the Competitiveness of Organisations - The Case of Sidal Group

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Abstract:

Competencies can contribute to building a structured model that can be used to integrate management practices throughout the organisation. By enhancing the harmonization of recruitment practices, performance management, training, development and rewards to improve the organisation's competitiveness. To achieve this, the study used a questionnaire consisting of 28 items to collect preliminary data from the sample of 239 researchers. The research hypotheses were formulated based on the collected data and tested using SPSS. This resulted in several conclusions. Most importantly, training plays a significant role in improving competency performance, which in turn contributes to enhancing the competitive advantage of the organisation. Hence, the paper concludes that there is a strong correlation between the development of competencies and competitive advantage.

Keywords: *Competencies; Organisation; Training; developmentofcompetencies;competitiveness.*

1. Introduction

In the era of competition between organisations due to advancements in information technology brought about by the communications revolution and the liberalization of foreign trade, organisations operate in highly competitive environments. To sustain their competitive advantage, organisations require individuals who have the talent and ability to compete and excel. Competitive organisations recognize the importance of training and developing human resource competencies to achieve excellence in a global and interconnected economy.

Research Problem:

This research attempts to answer the question, to what extent can the development of competencies in pharmaceutical organisations contribute to the competitiveness of their pharmaceutical products?

From this primary question stems the followingsub-questions:

- What is the concept of efficiency and how can it be developed?
- What is a competitive advantage and how is it achieved?
- How does the development of competencies contribute to achieving a competitive advantage for the organisation?

Research Hypotheses:

The main hypothesis is that there is a significant statistical relationship ($\alpha \leq 0.05$) between the development of competencies and the competitive advantage of Algerian pharmaceutical organisations.

To test this hypothesis, we derive the following sub-hypotheses:

H1: There is a statistically significant relationship ($\alpha \leq 0.05$) between competency training and competitive advantage.

H2: There is a statistically significant relationship ($\alpha \leq 0.05$) between the material and moral incentives provided to the competencies and the achievement of competitive advantage.

H3: There is a statistically significant relationship ($\alpha \leq 0.05$) between the participation of competencies in decision-making processes and the achievement of competitive advantage.

Significance of the Research:

The development of human capital by focusing on competencies has become one of the most important and urgent issues in organisations. It is the most effective approach to advance an sustain organisations. This requires reconciling the development of the competencies of workers on the one hand and the structure of work on the other to allow human competencies to develop and be exploited.

Research Objectives:

The study seeks to:

Identify the methods and tools to develop and train competencies within pharmaceutical organisations.

Determine the relationship between the development of competencies on the one hand and the achievement of competitive advantage on the other.

To reach a set of recommendations and suggestions that will help the pharmaceutical industry to achieve a competitive advantage through the development of competencies.

Scope of the Research:

This research is delimited by the following:

Time limits: the duration of the field study is from September 2017 to March 2018.

This study focuses on the Sidal Pharmaceutical Industries Complex, Constantine Factory, Algeria.

The sample is limited to the employees of the sampled pharmaceutical complex.

Review of the Literature:

Abdulrahman Ibrahim Ahmed Al-Maqadmah's (2013) *The Role of Human Competencies in Achieving Competitive Advantage, Studying the Case of the Islamic University in Gaza* concluded that there is a correlation between the availability of human competencies and the achievement of the competitive advantage in the university. He also found a correlation between the availability of knowledge, abilities and skills in the human cadres and the ability of the university to achieve a competitive advantage.

- Raheel Asia's (2011) in *The Role of Competencies in Achieving Competitive Advantage, The Study of the Case of the National Institution for Civil Engineering and Construction* found that the main pillar of competition between institutions is the possession of qualified human qualifications and skills that cannot be imitated by competing institutions. This is achieved by paying attention to them by the institutions through their development and development.
- Oraphan Chain's (2010), PhD from the University of Otara Malaysia, UUM, titled *Multinational Corporation Strategies, Human Resource Management Practices and Competitive Advantage: The Rubber Industry in Thailand* concluded that multinational companies adopt modern management methods in dealing with their competencies. They consider them as partners and not as a driver. They adopt the methods of development and continuous learning to sustain their competitive advantage in the rubber industry in Thailand.
- Rakesh Sharma's (2009) *Talent Management-Competency Development: Key to Global Leadership*», Industrial and Commercial Training, Management-Development Institute, India concluded with a series of results that focused on the organisation's continuous efforts to attract talent and competencies from competing companies. They motivate them to remain with the organisation by developing their talents and abilities through continuous learning and training.

2. Competencies:

Competencies have become the mainstay and strategic resource in the knowledge economy. The success of organisations in a competitive environment is dependent on the value of competencies and management strategy and how they are developed. It reflects the capacity of organisations to employ their employees' abilities and skills to enhance the competitive advantage of the enterprise and create value.

2.1. The concept of competency:

Competencies are among the most important research areas in management. Mc Clelland showed that academic abilities, knowledge and certification do not enable good assessment of work performance.

Andri J. says that the concept of competence is to "apply knowledge and actual knowledge to scientific activity, and objectivity can be observed from a position of work, where it can be established through professional performance" (sharma.r, 2009). Leboyer defined it as "a fixed set of technical knowledge, model behaviours, standard procedures, and analytical methods that can be operated without the need for new training" (boyer.L, 2009). According to Dejours, competencies are translated into "the knowledge and experience of the individual acquired in a particular area and given quality when judged"(Dejeux.S, 2001) . Le Boter defines competencies as "the result of a combination of intrinsic characteristics (knowledge, personal characteristics, skills, experiences) and information-

related characteristics such as the information individuals deal with as a key and strategic resource that contributes to creating a sustainable competitive advantage for the enterprise” (Wilson, 1994).

Other definitions include competence as the knowledge, skills, values, and thinking methodology required to carry out an activity that is important for the success of a person’s professional and personal life, and the ability to cope with current levels of perfection (Rimanoczy, 2010). Also, competence is a set of efforts, behaviours and skills that overlap with a range of activities of the institution, with the aim of creating new resources for the institution not to replace resources but to allow for their development and accumulation.

From this, competence can be defined as a process in which a set of resources, such as skills, knowledge, abilities, and personal characteristics, are linked to doing the work in the appropriate and appropriate manner or form, regardless of the prevailing professional conditions to achieve the goals of the organisation. (Rimanoczy, 2010)

2. 2. Capacity Building Mechanisms:

Competencies are one of the most important resources that guarantee or enhance the competitiveness of the organisation in the knowledge economy. Therefore, the organisations that employ and invest in competencies do so in the following ways (Littell, 2010).

2.2.1 Attracting competencies:

This is done through: (Kashirin, 2016)

- **Employing intelligent workers:** Human resources management should follow the process of bringing in rare minds with the goal of capitalising on their skills and advancing competencies to benefit the organisation and increase its knowledge base.

- **Competency Trees:** Competency trees is a technique of electronic human resources management and a scheme showing the skills, expertise and knowledge required of the company.

- **Review of knowledge and learning organisations :** The vision of this strategy is that educational organisations (schools, institutes, faculties, universities) are an important source of talent discovery and recruitment, rather than being recruited from outside the organisation and then subject to training.

2.2.2. Creating Competency:

Creating competency requires the use of effective ways to link new business tools, innovative systems and appropriate organisational designs (Civelli, 2008).

2.3. Approaches to Developing Competencies:

Competencies development is the strategy of any organisation through which it seeks to build a knowledge system to develop current skills and achieve improved behavioral trends to absorb and adapt to the surrounding changes. Competencies are continually based on modern methods of control and training, among which are the following: (Sharma, 2009)

- **Training:** Training is of great importance in the field of competency development and qualification. An

organisation that wants to be distinguished from its counterparts should provide and develop skilled human resources. This can only be achieved through training as a means to achieve good performance and efficiency of the individual. It also develops mental capacity and knowledge and can encourage creativity and revitalization.

- Learning as a foundation: Learning is the cornerstone of the training process. Learning is a “relatively consistent change in behavior that occurs as a result of experience”. Understanding learning and its components have become essential in the development of human resources and the foundation of the training process.

2.4. Objectives of Training and Development

The main objectives of staff training and development are to improve the qualities of the trainee, formulation of objectives for different needs and ways of achieving it. The training objective is very important because it determines the designed and content of the training programmes. Contents of the training remain the same no matter the type of training involved. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations. (Olaniyan & Ojo, 2008, p. 328)

2.5. Methods of Training and Development: (Sylvie.M, 2002)

1. On the job training/coaching

This relates to formal training on the job. A worker becomes experienced on the job over time due to modification of job

behaviors at the point of training or acquisition of skills.

2. Induction/orientation

This is carried out for new entrants on the job to make them familiar with the total corporate requirements like norms, ethics, values, rules and regulations.

3. Apprenticeship

A method of training where an unskilled person understudies a skilled person.

4. Demonstration

Teaching by example, whereby the skilled worker performs the job and the unskilled closely observes so as to understand the job.

5. Vestibule

This is done through industrial attachment for the purpose of skills and technology transfer. It is therefore achieved through placement of an individual within another area of relevant work or organization. The effect is the acquisition of practical and specialized skills.

6. Formal Training

A practical and theoretical teaching process which could be done within or outside an organization. When training is carried out inside an organization, it is called an in-house training. Off-house training is carried out in professionalized training areas like: Universities, Polytechnics and Professional Institutes.

2.6. Problems Training and Development can Solve in an Organization

Training can solve a variety of manpower problems which militate against optimum productivity. Included are operating problems having a manpower component. These problems can emerge within any

groups: except non-exception, line and staff, unskilled, skilled, paraprofessional, professional and lower, middle and upper management (Paradeise.C, 2001).

These problems according to Kayode (2001) differ in natures and yet all have a common denominator, the solution required individual to their appreciative backgrounds specific identifiable items of additional knowledge skill or understanding. Organization-wide, these problems include needs to: (Olaniyan & Ojo, 2008, p. 329)

- Increase productivity
- Improve the quality of work and raise morale
- Develop new skills, knowledge, understanding and attitudes.
- Use correctly new tools, machines, processes, methods or modifications thereof.
- Reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs.
- Implement new or changed policies or regulations.
- Fight obsolescence in skills, technologies, methods, products, markets, capital management etc.
- Bring incumbents to that level of performance which meets [100 percent of the time] the standard of performance for the job.
- Develop replacements, prepare people for advancement, improve manpower deployment and ensure continuity of leadership.
- Ensure the survival and growth of the organization.

3. What is Competitiveness of Organisations?

The competition faced by organisations has become a reality due to the many changes and developments in the knowledge economy. Organisations have become more aware of this competition as a result of the emergence of new and more sophisticated competitors, in addition to the multiple pathways through which they can gain competitive advantage (Jankowska.B, 2017).

3.1. The concept of competitive advantage:

The concept of competitive advantage is of great interest in both strategic management and business economics. Below are several definitions of the concept of competitive advantage:

Macmillan & Tampoe defined competitive advantage as "the tool by which the organisation can excel in competition over others" (Ma.H, 1999). Lynch defined competitive advantage as "looking for something unique and different from what competitors offer" (Ma.H, 2004). Competitive advantage arises once the organisation finds new and more effective ways than those used by competitors by creating a creative process in its broadest sense" (D.Passemar, 2000). Some also argue that competitive advantage is "an area in which the organisation has a greater ability to exploit external opportunities or reduce the impact of threats. Competitive advantage stems from the organisation's ability to exploit its material or human resources. It may relate to quality, technology or cost-marketing efficiency, innovation and development,

the abundance of primary resources, the distinction of administrative thought, or the possession of qualified human resources”(Ma.H, 1999).

It has also been defined as a “set of characteristics unique to the organisation and can be maintained for a relatively long time as a result of the difficulty of simulating, benefiting from it and enabling it to outperform competitors in its services and products” (C.Ensign, 1998). Other researchers defined it as “corporations that earn by providing greater benefits that justify higher prices” (Ma, 2004). Porter says, “Competitive advantage arises when the organisation finds new, more effective ways than those used by competitors”(Civelli.F, 2008).

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3. 2. The dimensions of competitive advantage:

The views researchers vary in determining the number of these dimensions. While we find points of convergence, we also find that there are points of difference as follows: (Dejeux.S, 2001)

- Best (1997) presented his model to include excellence, cost, creativity, growth, and alliances as the dimensions of competitive advantage.
- Mintez-Berg (1998) included quality, attribution, reputation, price, and design.

- Lynch (2000) used differentiation, reliability, creativity, and relative strength of competition.

- Macmillan & Tampoe (2000) included the following variables:

- ◆ Cost: Cost is an important competitive tool as the majority of organisations seek to be leaders in reducing costs with their competitors.

- ◆ Excellence: through the ability of the organisation to distinguish from others the quality of their products and services

- ◆ Flexibility: expressed as a rapid response to a change in customer demand as well as increased customer satisfaction in time-bound delivery.

- ◆ Time (delivery): the importance of the time factor has grown as it becomes more important to the customer. With this increasing importance, organisations consider reducing delivery time as a competitive advantage, especially for those organisations that operate on a ‘make-to-order’ basis (Civelli.F, 2008).

- ◆ Creativity: the ability to gather or share information to develop new ideas. Creativity also means renewal as a reshaping or re-engineering of new ideas to bring something new (Nicholas.J, 1996).

- ◆ Innovation: through the organisation’s ability to rapidly change products and shorten the production period in response to rapid changes in the environment and client requirements (flexibility) (Nicholas.J, 1996).

3.3. Methods of achieving the competitiveness of organisations:

The basic methods that lead to achieving excellence include (Christos.S, 2013):

- ◆ Superior efficiency: Organisations can increase their efficiency in the following ways:
 - ◆ • Exploitation of economies of scale, which leads to a decrease in unit costs.
 - ◆ • Application of instant storage system; this system saves on storage costs.
 - ◆ • Exploitation of R&D activities to achieve greater efficiency.
- ◆ Superior Quality: A product is said to be of superior quality when consumers realise that there is greater value in the quality of this product compared to competing products.
- ◆ Superior Creativity: It refers to any progress in the organisation's products, services, structures and administrative and strategic methods in the sense that it is achieved by introducing a new product or working in a new manner different from the competitors.
- ◆ Superior Customer Response: Organisations can achieve competitive advantage through its ability to deliver and produce goods and services that satisfy its customers' needs better than its competitors.

4. Research Methodology:

4.1 The Sidal Pharmaceutical Industries Complex is a stock company with a capital of 2.5 billion Algerian dinars. It consists of

central units of management (directorate general), research and development centre, distribution centres, directorate of marketing and medical media and three branches of production. The main function of the complex is to produce and market pharmaceutical products of human and animal use.

In order to analyse the correlation between the variables of the study, descriptive analysis is used to analyse the data and draw conclusions.

The research sample comprises employees of all levels in the pharmacy complex including management, pharmacists, chemists, engineers and doctors. The study consists of 1851 workers with which 185 questionnaires were distributed, and 239 were returned for a 91% recovery rate.

The questionnaire was used as a measurement tool. It was prepared according to the closed question model, which requires the sample to determine their responses to the different expressions included in the study instruments as scored by the Likert scale. The weights ranged from "yes" to "I do not know". To facilitate the testing of the research hypotheses and the necessary calculations, and to process data more quickly and accurately, the Statistical Analysis of Social Sciences (SPSS) was used. This tool describes the sample of the study by presenting the demographic data on the individuals interviewed, and clarifies their characteristics in terms of age, level of study, the number of years of professional experience, as shown in the following table:

Table 1: «Statistical Description of Personal Characteristics (Age, Educational Qualification, Professional Experience) »

	Category	Repetition	Percentage
Age	Lessthan 30 years	51	21%
	Between 30 and 40	117	49%
	Between 41 and 50	59	25%
	More than 50 years	12	5%
	Total	239	100%
Educational qualification	Baccalaureate	31	13%
	Bachelors	79	33%
	Engineering	112	47%
	Master	17	07%
	Total	239	100%
Professional experience	Lessthan 5 years	52	22%
	Between 5and10	117	49%
	More than 10 years	70	29%
	Total	239	100%

Source: based on SPSS outputs

In Table 1, we find that 49% of the sampled members are between the ages of 30 and 40 years, 25% are between the ages of 41 and 50, while those in the field are less than 30 years old (21%) and the lowest percentages are more than 50 years. This indicates that most of the workers in the compound are young. The table also shows that the lowest percentages for education were for those with a baccalaureate level of 13% and a master level of 12%, compared with 33% with bachelor’s degree and 47% with an engineering degree. Most of the respondents had five to ten years of professional experience (49%), followed closely by individuals with less than five years of professional experience (22%). The percentage of those who have ten years of experience or more is low. This

may be due to promotion, retirement or transfer of employment.

The validity and consistency of the questionnaire were tested by being distributed more than once under the same conditions. To this end, the Cronbach’s alpha was determined as shown in the following table:

Table 2.«Results of the Cronbach’s alpha coefficient»

	Cronbachalpha	Validity
All questionnaire	0.655	0.809

(*) Validity = Positive value for Cronbach’s alpha.

Source: based on SPSS outputs.

The results of the table indicate that the value of the Cronbach's coefficient for all the axes of the questionnaire was estimated at 0.655, which is greater than 60%, indicating the validity of the questionnaire (Sakran, 2006). The consistency of the questionnaire was estimated at (0.803) reflecting its validity.

4.2 Hypotheses Testing:

The main hypothesis: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the development of competencies and the competitive advantage of pharmaceutical organisations (Sidal Complex);

4.2.1. First Hypothesis:

Pearson correlation coefficient was used to find the relationship between the competency training axis and achieving a competitive advantage at the Sidal Complex. The results are shown in the following table:

Table 3. «Correlation coefficient between the competency training and competitive advantage at the Sidal Complex»

	Statist	Competitive advantage
Competency training	R	0.880
	R ²	0.774
	Sig	0.000
	N	239

Source: based on SPSS outputs.

The correlation coefficient (R) estimated at 88% is less than 0.05 indicating a statistically significant correlation between the training of competencies and the competitive advantage of the Sidal

Complex in Algeria. $R^2 = 0.774$ (77.4%) of the variance in competitive advantage is explained by the change in the competency training component, and the remaining 23% is due to other factors. Based on these results, the first sub-hypothesis which states: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between competency training and competitive advantage is accepted.

4.2.2. Second Hypothesis:

Pearson correlation coefficient was used to find the relationship between the physical and moral incentives provided and to achieve the competitive advantage in the compound. The results are shown in the following table:

Table 4. «Correlation between the material and moral incentives provided to the competencies and competitive advantage »

	Statisti	Competitive advantage
material and moral incentives provided to the competencies	R	0.894
	R ²	0.779
	Sig	0.000
	N	239

Source: based on SPSS outputs.

Table 4 shows that P-value = 0.000 is less than 0.05, indicating a statistically significant relationship to the physical and moral incentives provided to the competencies and the competitive advantage of the compound. $R^2 = 0.799$ (79.9%) of the variance in the dependent

variable (competitive advantage) is explained by the change in the material and moral incentives provided to the competencies. The remaining 20.1% is due to other factors. Based on these results, we accept the second sub-hypothesis which states: There is a statistically significant relationship at ($\alpha \leq 0.05$) between the material and moral incentives provided to the competencies and the achievement of competitive advantage.

4.2.3 Third Hypothesis:

Pearson correlation coefficient was used to find the relationship between the participation of competencies in the decision-making processes and the achievement of competitive advantage at the Sidal Complex. The results are shown in the following table:

Table 5. «The correlation coefficient between the participation of competencies in decision-making processes and the competitive advantage in the Sidal Complex»

	Statisti	Competitive advantage
the	R	0.887
participati	R ²	0.786
on of	Sig	0.000
competen	N	239
cies in		
decision-		
making		
processes		

Source: based on SPSS outputs.

Table 5 shows that P-value = 0.000 is less than 0.05, indicating a statistically significant relationship between the

participation of competencies in the decision-making process and the competitive advantage of the Sidal Complex in Algeria. 88.7% is the strength of the relationship between participation in decision-making processes and the achievement of competitive advantage. The table also shows the value of the coefficient of determination $R^2 = 0.786$ (78.6%) of the variance in the dependent variable (competitive advantage) in decision-making processes. The remaining 21.4% is due to other factors. Based on these results, the third sub-hypothesis is accepted, which states: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between participation in decision-making processes and the achievement of competitive advantage.

4.2.4 Testing the primary hypothesis with all its dimensions:

Pearson correlation coefficient was used to find the relationship between the development of competencies and achieving a competitive advantage at the Sidal Complex. The results are shown in the following table:

Table 6. «The correlation between the development of competencies and the achievement of competitive advantage »

	Statisti	Competitive advantage
the	R	0.929
developm	R ²	0.863
ent of	Sig	0.000
competen	N	239
cies and		
the		
achievem		

ent of
competitiv
e
advantage

Source: based on SPSS outputs.

The correlation coefficient (R), which is estimated at (92.9%), is less than 0.05 for the strength of the relationship between developing competencies and achieving competitive advantage.

Based on these findings, the primary hypothesis is accepted.

5. Conclusion:

The present study has been attempted to get an idea regarding the competency level of the employees and their satisfaction towards it. It is found that the employees are satisfied with the present competency skill training facility provided by the organisation. The competency level of the employees can be increased if more training is provided. It is suggested that organisation can provide more personality development programmes and can provide more problem analysis exercises which helps employees in improving their personal skills. Organisation can conduct more Simulation training to improve the leadership skills of the employees

Based on the results, we can draw the following conclusions:

- There is a correlation between the development of competencies and the achievement of competitive advantage at the Sidal Complex. This indicates that the development of competencies is one of the most important elements that help in enhancing the competitive advantage of organisations.

- There is a correlation between competency training and competitive advantage, indicating the strength of the correlation between competency training and competitive advantage with an estimated rate of 77%.

- There is a correlation between the material and moral incentives provided to the competencies and the achievement of competitive advantage. This indicates the strength of the impact of material and moral incentives provided to the competencies to create and enhance the competitive advantage of the complex, with an estimated rate of 79.9%.

- There is a correlation between the participation of competencies in decision-making processes and the achievement of competitive advantage. This indicates the strong impact of granting opportunities to participate in decision-making competencies and achieve competitive advantage.

Recommendations: Based on what has been presented in this study, the following recommendations are suggested:

- Intensive investment in training in competencies and selection of programmes suited to the nature of the desired competencies and to enhance the competitive advantage of the complex.

- Expanding the use of modern methods in the development of competencies to allow human resources to keep abreast of developments and superiority over competitors.

- To strengthen and support R&D activities to advance the Sidal Complex.

- Give the opportunity to competent employees and allow them to express their views and suggestions on the development

and improvement of work procedures. This will help create an innovative environment.

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