

**IMPORTANCE OF MANAGEMENT OF COMPETENCE IN IMPROVING  
ORGANIZATION'S COMPETITIVENESS  
CASE OF TANZANIA**

**By**

**Trabelsi Lassaad Ben Nouri**

**THESIS**

Submitted to  
KDI School of Public Policy and Management  
in partial fulfillment of the requirements  
for the degree of

**MASTER OF PUBLIC POLICY**

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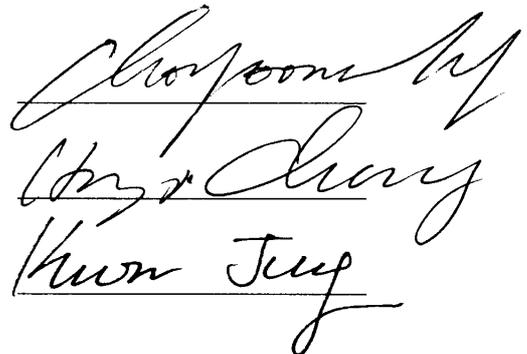
**MASTER OF PUBLIC POLICY**

Committee in charge:

Professor Yoon-Cheong CHO, Supervisor

Professor Hong-Ik CHUNG

Professor Kwon JUNG



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## **ABSTRACT**

### **IMPORTANCE OF MANAGEMENT OF COMPETENCE IN IMPROVING ORGANIZATION'S COMPETITIVENESS CASE OF TANZANIA**

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The implementation of the management of competence system reveals a lot of challenges, and also shows how the system assists the development of both the individuals and the organization. To be flexible in the present and to prepare for future challenges due to the rapid change of economic; social and political environment, the organization should make in evidence a management of competence in order to develop the knowledge, skills, abilities and aptitudes required by individuals. Today, competency models are a way of life for many business organizations. They have prolonged their pressure and influence, and are often linked and associated to a variety of Human Resource systems in a corporation counting selection, promotion, and remuneration. More than just a handful of organizations have used competency models as a basis for all HR systems. The objective of this thesis is to argue the necessity and the importance of management of competence for both individuals and organizations and to analyze the way to implement an efficient and successful management of competence in the organizations. I will try to clarify how Tunisian organizations put into practice the management of competences and I will identify what is the main prospect that will happen.

The focus of this research literature study centers on the following research questions:

RQ1: What are the issues of implementation of the management of competence system in the organizations?

RQ2: What is (are) the basic instrument(s) that should organizations use feasibly to put into practice the management of competence?

RQ3: What is the process that organization should follow to employ the management of competence?

RQ4: What are the difficulties of implementing the management of competence?

RQ5: What are the prospects that will happen later in the Tunisian organizations due to the completion of management of competence?

This study is based on survey questions (view annex) responded from some leader Tunisian organizations of tow leader sectors, transportation and tourism. And, to be able to gather the necessary data, I utilized in my research the descriptive method, using both qualitative and quantitative method and instrument required for the data-gathering. The managers and employees who have been chosen in this study through the survey questionnaire assist me to evaluate the challenges and issues facing the real implementing of management of competence.

## **ACKNOWLEDGEMENTS**

Firstly, I must extend a huge thank you to my major professor Cho, Yoon Cheong for being an inspirational and supportive supervisor, mentor, and advisor. Without her guidance, I could not have undertaken such exploratory and unique research. As well, thank you to Professor Hong-Ik Chung, the committee member, for his considerable assisting, help and moral support.

Further, thank you to all my family; my father, mother, brother and sisters, my fiancée, my uncle for their support to enhance my fortitude and their considerable patience.

Also, big thank you to my KDI graduate school of public policy and management colleagues, for their mutual help and comic relief during the wee small hours of the night.

I am also thankful to the officials of my government especially my colleagues in the Ministry of Transportation for the intensive advices, assisting and guidance.

For all my friends.

Finally, I hope this research is of mutual benefit especially for my country Tunisia after the revolution of “Jasmin” on 2011, January 14<sup>th</sup>.

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## **I. Introduction:**

Management of competence is the system in which organizations manage the competencies of groups and individuals. The management of Competence is so important since it has been well renowned as enormously imperative for the achievement of organization objectives and goals. The management of competence “...has the primary objective to define, and continuously maintain competencies, according to the objectives of the corporation. A competency is a way to put in practices some knowledge, know-how and also attitudes, inside a specific context.”(Bero, 2005). Currently, as theory, the Management of Competence becomes a norm not an exception for both; the individuals and the organization because it is the key and the secret of success and continuity since “...affirmative competence is the key to the self-organizing system” (David, 1990).

Ever more, the organizations have to lift the performance, speed up the development and the progress of leaders and make certain that human resources can put into practice and implement a large creativity and a new work procedures and methods and turn into leaders of permanent and novelty and speedy transformation since “Open innovation is very much about managing change. If a company can handle the change process related to implementing open innovation, then they have learned valuable

lessons that can be used in change management situations. In the current and future business climate...Everyone should appreciate working in an organization that is agile and prepared for changes.”(Lindegaard, 2010). Organizations require a methods and means to illuminate and simplify new values and outlooks, improved align personal deeds and organization policies, and assist human resources to be responsible of their personal progress and growth, and managers as it mentioned in the T+D Magazine, April 2010 “need to make sure that sufficient time is provided to the employee for learning and development activities, as these are perhaps the most critical aspects of individual growth”. That is why “Human Resources be the designers of development and provide the initiative to do it. Organizations who follow the ‘It’s your (boss’s and self’s) responsibility to develop talent; HR’s just here to help’, will experience a significant lack of top management talent”, (John, Sons. 1997). Hence, the booming development and implementation of management of competence system lets organizations attain these goals and objectives because “Core competences is defined as an unique combination of knowledge, capabilities, structures, technologies and processes in an organization, which makes it possible to provide products or services which absolutely no other organization can produce in the same way, at the same moment and at the same speed Core competences and competences add the most value to the realization of the organization goals and objectives” (Sanchez, 2002). The

management of competence is a methodical system to align individual performance to business policy and goals and it is a process helps the society to build up a useful and efficient competencies and guarantee a smart future, that is why “The greatest benefit to workforce performance management is the process of aligning employee performance to organizational objectives and goals” (Holman, 2010). Competencies are at the heart and the core of an effective talent management initiative like guidance and progress, career-path, qualifications record and measurement, progression scheduling, performance management, recruiting, resources distribution, payment and rewards since human resources management is “planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished.”<sup>1</sup> My analysis based on the following hypothesis;

H1. The requirement to implement the management of competence is related, firstly, to the evolution of strategic analysis in terms of competitive advantages and the instability of situations and work force. And it is related, secondly, to the globalization and the development of “Knowledge based economy”

H2. The relationship between Management of competence System and the performance of both individual and organization determine whether the use of this

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<sup>1</sup> web link:[www.wikinewforum.com](http://www.wikinewforum.com)

system increases performance and development. Then, one important issue should be developed that the competitiveness of organization is conditioned necessary by the development of human resources.

H3. The degree of conditions of feasibility is positively related to the use of the balance of competence.

H4. The High level of competence is necessary related to the process that organization follows.

H5. Tunisia gives more importance to implement the management of competence system, that`s why it becomes one of developing countries in the word. And the future will be more and smarter for organizations and for individuals.

## **II Literature Review: The concept of competence: Issues, Conceptual framing and typology:**

### 2.1. Issues of Implementation of Management of Competence:

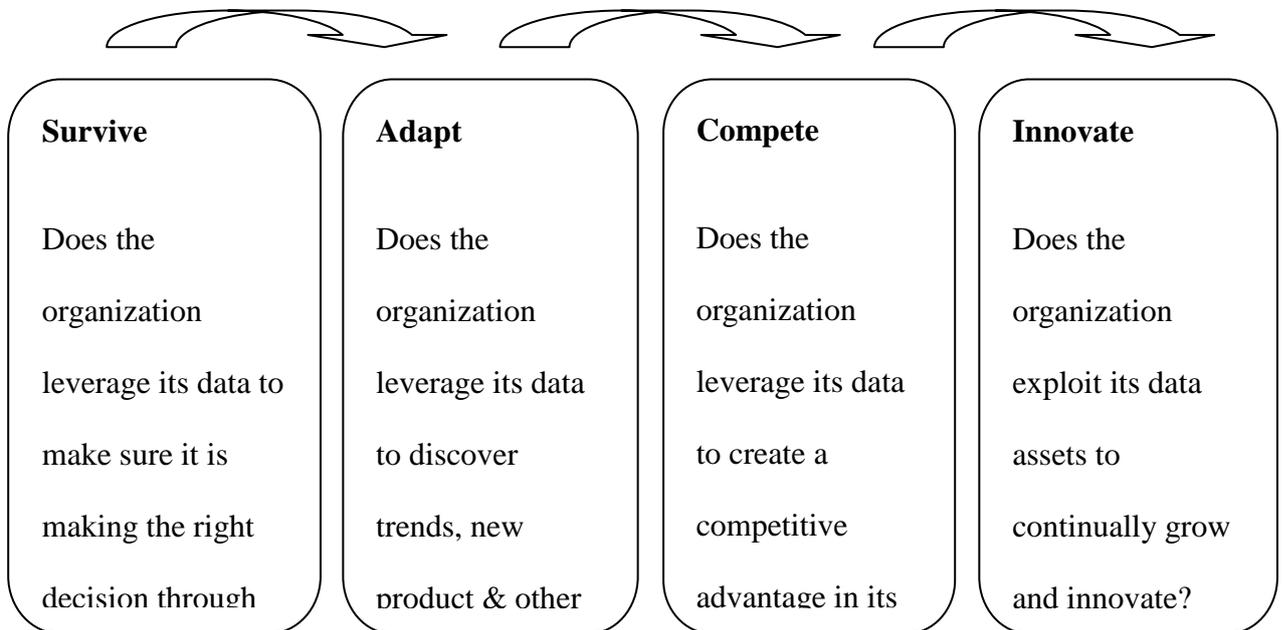
#### 2.1.1. The evolution of strategic analysis in terms of competitive advantages:

The appearance and the increasing of the strategic management between 1980s and 1990s is the result of the growth, the instability and the turbulence of the economic, social and political environment and the dynamism and the evolution of competition from day to others.

Because of this new context, both individuals and organization are the main condition of success since they are "...the principal sources of sustainable competitive advantage and the foundation for strategy formulation." (Robert, 1996.) Moreover, the capacity and the competence of human resources become the strategic objective and goal of the organization to be flexible and be capable to solve the unpredictable situations of environment to survive, adapt, compete and innovate and escape the Human- machine because "A machine can be programmed to do so but in an extremely narrow field, to a very limited extent. As far as we know, it cannot match the capacity for discovery of new knowledge and continuous improvement of the kind called for in a learning organization" (Ramachander, 2003). The following Figure1 explains more the

main action that organization should do:

Figure 1: Four major leverages to be competitive



Source: Theme: [Tarski](#) by Ben Eastaugh and Chris Sternal-Johnson. [Blog at WordPress.com.](#)

The above figure shows that adaptation and innovation are so vital and essential for business firms to survive in the context of challenge and competition since “As the business world becomes increasingly complex and still more astonishingly competitive, companies are turning to innovation as one of the few durable sources of competitive advantage. Innovation is now among the top priorities for the majority of the world’s large companies” (Morris, 2007).

Managers have to comprehend that there is no static prescription or instruction that absolutely can be practical when and where they want since actual finest policies can

have no value and no utility in the future and the structures of companies are different from each other from era or place to other due to the alternative situation of market that is why “ In contrast to innovation-as-normalcy, laggards tend to recognize the need for innovation only in crisis situations when it becomes evident that standardization has failed. Innovation pursued in this context means that we change only when we have to. And when have to do it, we generally hate it, because it means we have to give something up that we prefer to keep. Quite often, what we want to keep is the old way, even though the market is telling us that the old way isn't good enough anymore” (Morris, 2007).

The mainly significant and considerable thing is the capability and possibility that managers understand the business through their experiences and learn from their own situation and strategies with dynamism and adaptability in a picky moment and location in order to regulate and adjust all situations appropriately for the reason that “adaptation thus refers to the entrepreneur's willingness and ability to make appropriate adjustments to the business concept and marketing approach as the venture evolves from an initial plan through the early stages of the organizational life-cycle.” (Al and Morris, 1999; Pitt and Kannemeyer, 2000). To adapt with era and site is a choc of the entire organization that cannot be competitive. So, to continue and persist in competition and create solid

competitive advantage, the organization has to be developed and ameliorated through an intelligent innovation and adaptation as “ when innovative business models are considered, research to date is yet to satisfy the need for methods that can structure a firm’s change endeavour either towards adopting a new business model or extending a current one to include new dimensions.” (Giaglis and Pateli, 2004).

#### 2.1.2. The Instability of situations and work force:

Actually, the condition of work is undertaking an entire change and evolution since “the faster the organization can respond to disruptions, the quicker it can attain the benefits of operating in new way Rapid change enables the organizations to reach a period of smooth growth and functioning sooner, thus providing it with a competitive advantage over those firms that change more slowly” (Thomas, and Christopher, 2005.)

And as a result of economic strains and demands, firms and organizations focuses obligatory on reforming and restructuring completely themselves, that is why “Most models examining the speed of reform miss an important aspect, namely, that agents usually face a significantly different environment as a result of economic reform. Adaptation to the new conditions may require the restructuring of operations, the improvement of productivity and so on.” (Philippe and Dellas, 1997.) The management of competence is the foundation of this transformation by granting the heart and the spirit for new organizational structure and new behavior of working and the allegations

of this conversion are far achieving, predominantly as the complete perception of work adjust and challenge for the future , the cause is that “ a competent organization has the ability to structurally and systematically coordinate and commit resources for creating and distributing value to customers and stakeholders.” (Sanchez, 2004)

In this new context, flexibility and suppleness are so important and the new situation of competitiveness should be recognizable by individuals, it mean that employees have to identify and follow the best way to learn and understand the developed technology not only to put it into practice with intelligent flexibility since ‘Flexibility’ has become a key metaphor potently vivifying a variety of contemporary life discourses since “ despite the climate of turmoil and rapid environmental changes, flexibility has great power to illuminate the path of excellence and success.” (Anjana, 2004)

As capital becomes more globalised and national economies increasingly integrated on a global basis, flexibility becomes both a key goal in, and a means of, maintaining and increasing economic competitiveness. “Organizations are expected to respond flexibly and rapidly to market changes and a premium is now placed on the need for flexibility not only within workplaces but also between them.”(Garrick, 2000). Here, one can understand the primordial role of management of competence to create skilled human resources which have ability to react easily with this new context and more effectively

since the “organizations around the world depend on human capital to achieve their strategic objectives. Nevertheless, how they leverage the talents of their resource is the hidden mantra. With umpteen numbers of organizing factors emerging day by day, competency based HR management is being increasingly recognized as an effective way of talent management” (Ramakrishnan, 2009). The high technology and the new work context are not enough to develop the organization and increase its competition but the way of managing human resources is too important since “Most people think computers will never be able to think That is, really think. Not now or ever. To be sure, most people also agree that computers can do many things that person would have to be thinking to do.” (Minsky, 1982). So the implementation of management of competence is essential to perform the skills of individuals and to develop the organization since “Competency profiling, if designed and managed effectively is a valuable tool for both the individual and organization. It has the potential to facilitate training, development and learning, making a measurable increase to performance and profits. To maximize return at all levels the steps outlined should be considered within the context of the evolving needs of the business and culture.” (Shellabear, 2002). Then, one important issue should be developed that the competitiveness of organization is conditioned necessary by the development of human resources since “Human resource development is the study and practice of increasing the learning capacity of individuals, groups,

collectives, and organizations through the development and application of learning based interventions for the purpose of optimizing human and organizational growth and effectiveness” (Lingham, 2009).

2.1.3. Globalization and the development of “Knowledge based economy”: The complexity of environment due to globalization requires necessary the development of “Knowledge based economy” for individuals, so that “with the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization.”<sup>2</sup>

As a result, the organization must implement an efficient process to integrate with efficacy this knowledge in order to perform the human resources because as Ghirmai T. Kefela said: “technological change is driving demand for skilled labor and spurring upgrading skills across economies. The emergence of a knowledge-based economy (k-economy) has spawned a “new” notion of workplace literacy, changing the relationship between employers and employees.” (Kefela, 2010).

For Neo-classical economist, two centuries ago, the factors of production are only labor and capital. Nevertheless, due to globalization and competitive environment,

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<sup>2</sup> [w.zeromillion.com/business/hrm.html](http://w.zeromillion.com/business/hrm.html)

capital and energy are replaced by other important resources like the knowledge and the information which are the key factor of success given that “Knowledge management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of human beings” (Malhotra, 1997).

Moreover, the 20<sup>th</sup> century is characterized by the development of technology.

So, the development of “knowledge-based economy” becomes an urgent necessity as mentioned by the ECP ( European Cultural Parliament Lisbon Agenda Research group in July 2006 when they said that “ ...to become the most competitive and dynamic knowledge-based economy in the world capable of sustaining economic growth with more and better jobs.” Actually, the technology and the information are the main issue to enhance productivity through an amplified and strong network of information because “ the main advantage of any new technology is that it amplifies human potential.

In the 20<sup>th</sup> century, electricity, the telephone, the automobile and the airplane all made the world more accessible to more people, transforming our economy and businesses in the process” (Gates, 2000).

That’s why, a procedure of creativity and knowledge management should be implemented by the organization and some researchers confirmed that “The most often-

cited driver for the pursuit of KM in R&D is acceleration of the knowledge creation process. The faster knowledge can be created, the more value a company can deliver to further its growth. If the process is made more effective, then the cost of innovation decreases.” (Ibrahima, Fadziana, Mohammad, Ramayah and Abd. Rahim, Sains University Malaysia, 2001).

So as a key of competencies, both individuals and Organization should Know “What, Who, When and How” act and react because in the information society the knowledge economy and knowledge management are indispensable since “Globalization of the technology would indeed bring the world closer. Today, knowledge economy is converting intellectual assets of manpower into productive force. It helps in reserve knowledge resources that already exist in the economy.” (Jhamb, Kumar, Kaushika and Sanjay, 2008)

H1; The implementation of the management of competence is linked, initially, to the evolution of strategic analysis in terms of competitive advantages and the instability of situations and work force that make management based economy essential to succeed and to be effective.

## 2.2. Conceptual Framing, Kinds and Typology of Competence:

### 2.2.1- Some definitions:

The concept of “Competence” is extensively used but it has different meanings for people. The approach of competence is commonly acknowledged, nevertheless, to include knowledge, skills, qualifications, and abilities, competence has its advantages seeing as “ the task of building special values and a distinctive competence into the organization is a prime function of leadership” ( Selznick, 1957) . Focusing on the outcome of novel and unusual circumstances is supportive; persons almost certainly endeavor and try to learn about those situations to reduce oddity and strangeness. In addition, it can be supportive if training plan for new talents integrated the concept that it is absolutely standard to feel eccentric and poorly organized in new circumstances.

#### ➤ Definitions made by some experts:

There are a lot of definitions of concept “Competence”. One can choose the following meanings:

-“Competence is a Comprehensive ability of a person that allows him to have an efficient performance in specific labor situations.”(Agudelo, 1994)

-“A person who has occupational competency has the necessary knowledge, skills and capacity to perform in a profession, is able to solve occupational problems in an

autonomous and flexible manner and is able to contribute to his professional environment and the organization of work.”(Bunk, 1994)

-“Labor competency is the social construction of significant and useful learning to perform in a real labor situation. It is obtained not only through formal learning but also - and mainly – through experiential learning in practical labor situations.” (Ducci, 1997)

-“A group of properties under continuous change that need to be put to the test of solving practical problems in labor situations that create certain degrees of uncertainty and have technical complexity.” (Gallart and Jacinto, 1997)

-“Competence is a complex structure of necessary attributes to perform in specific situations. This has been considered a holistic approach in the sense that it integrates and relates attributes and tasks, it enables several intentional actions to occur simultaneously and it takes into account the context and the culture of the workplace. It allows us to incorporate ethics and values as elements of competent performance.” (Gonzci, 1996)

-“A construction obtained from a combination of resources (knowledge, know how, qualities or aptitudes and environmental resources -relationships, documents, information, etc.) which are mobilized to achieve a satisfactory performance.” (Le Boterf, 1998)

-“The qualification is a group of knowledge and capacities that individuals acquire during socialization and training processes but competency refers only to certain aspects of the store of knowledge and abilities: the ones necessary to achieve certain results demanded by a specific circumstance; the actual capacity to achieve an objective or result in a given context.” (Mertens, 1996)

-“In a general way, it is understood that labor competency gathers the attitudes, knowledge and skills that allow developing a comprehensive number of functions and tasks successfully in accordance with the performance criteria that are deemed appropriate in the labor environment. They can be identified in real work situations and they are described by grouping productive tasks according to areas of competency (more or less permanent functions), specifying in each of the tasks the criteria through which the performance can be assessed as competent.” (Martin, 2003)

-“... those personal qualities that allow to predict an excellent performance in a changing environment that requires multi-functionality. The ability to learn, potential in its broad sense, flexibility and the ability to adapt are more important in this sense than specific knowledge or experience in the management of a certain programming language or an IT tool in particular”.( Alvear, 1998)

-“Competencies are the techniques, skills, knowledge and characteristics that make a certain worker stand out over a regular worker with the same function or work category because of his performance.”(Jim, 1998).

“I understand that competency is taking initiative and responsibility successfully when facing a situation at work, both at the level of the individual and the group.” (Zarifian, 2001)

- The competencies concept can be found in the below figure 2 in the next page which is a report known as (SCANS) which make difference between two big groups:

Figure2: Report of the “Secretary’s Commission on Achieving Necessary Skills” (SCANS)

<p>Basic competencies:</p> <ul style="list-style-type: none"><li>- Basic skills: reading, writing, arithmetic and mathematics, speaking and listening.</li><li>- Analytical skills: thinking creatively, making decisions, solving problems, and seeing things in the mind’s eye, knowing how to learn and reasoning.</li><li>- Personal qualities: responsibility, self-esteem, sociability, self-management, integrity and honesty.</li></ul> <p>Mainstream competencies:</p> <ul style="list-style-type: none"><li>- Resources management: allocating time, money, materials, space, personnel.</li></ul>
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- Interpersonal skills: team work, teaching others, serving customers, developing leadership, negotiating and working with people from culturally diverse backgrounds.
- Information management: acquiring and evaluating data, organizing and maintaining files, interpreting and communicating, operating computers.
- Systemic comprehension: understanding complex interrelationships, understanding systems, monitoring and correcting performance, designing or improving systems.
- Technological command: selecting technologies, applying technology to the task, providing maintaining and troubleshooting equipment.

Source: U.S. Department of Labor: Secretary's Commission on Achieving Necessary Skills

According to the above figure 2, one can notice that the competencies are divided into two parts, Basic competencies and Mainstream competencies. The first group mentioned that qualifications are classified as Basic, analytical and personal skills, the second add the interpersonal skills and art of communication and observe that individuals cannot be competent without the availability of other essential resources.

2.2.2: Typology of Competence: There are four types of competence: Functional, Cognitive, Meta and Social competences as mentioned in September 2005 by the director of research and professor of human resources development of Toulouse

Business School Jonathan Winterton in his “Hostic competence model.”<sup>3</sup> Functional and cognitive competences are rising especially in too developed countries like USA and UK. Other developed countries like Austria, France and Germany adopting lately these concepts. Qualifications deeds and behaviors as dimension of proficiency, as have the majority of the further countries that have approved competence based professional training and guidance as paradigm showed in Leadership Development Program Handbook of US Army in 31July 2009 “Cadets train to meet the need of the Army for leaders of character who can take charge under any condition. Properly administered, leader development provides cadets with systematic problem-solving and self-analysis skills in a progressive cycle of training” According to United States Office of Personnel Management study in 1999 focusing on competency applications in HR, “organizations are using competencies to integrate selection, training, appraisal, and compensation. In staffing, competencies are used to select and promote employees. In human resources development, competencies are used to identify and close the gaps in individuals’ capabilities. In performance management, competencies and results are appraised to connect how a job was done to the results achieved.” From this investigation and examination, one should argue that a general typology is valuable to recognize the permutation and variation of knowledge, qualifications and social competences that are

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[http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/publ/papel/13/pdf/part\\_a.pdf](http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/publ/papel/13/pdf/part_a.pdf)

compulsory for specific profession according to the report of Federal HR community in September 1999. “both public and private, are identifying new competencies. Competencies are being used as a way to refocus the organization on what is really important and what it takes for the workforce to be successful.”

The competences needed of a job contain both conceptual and operational competences as it is showed in the following figure 3. The competences and proficiencies more related to the individual efficiency and usefulness. One can notice from the figure 3 that social, cognitive and functional competences are moderately general and absolute and are obviously reliable with the French approach (savoir “Knowledge”, savoir faire” Skills, savoir etre “attitudes) or K.S.A. Therefore, knowledge as meta-competence is controlled by cognitive competence, skills are controlled by functional competence and ‘competencies’, which are the behaviors and attitudes, are controlled by social competence. For example “The use of the parent-child relation and social competence questionnaires allowed assessing mutual relationships among parents’ attitudes and domains adolescent children’s social behavior... Mothers’ loving attitude related positively to adolescents’ competence in interpersonal, including intimate, situations”.( Drozd and Pokorski, 2007)

In my opinion, the Meta-competence is quite dissimilar to the other kinds of competences since it has as role assisting the achievement of the other objective and real

competences. It ought to be also renowned that, while the differentiation between these sorts of competences can be completed logically not only must an individual have fundamental knowledge.

Figure 3. Typology of Competence:

Occupational	Personal	
Conceptual	Cognitive Competence	Meta Competence
Operational	Functional Competence	Social Competence

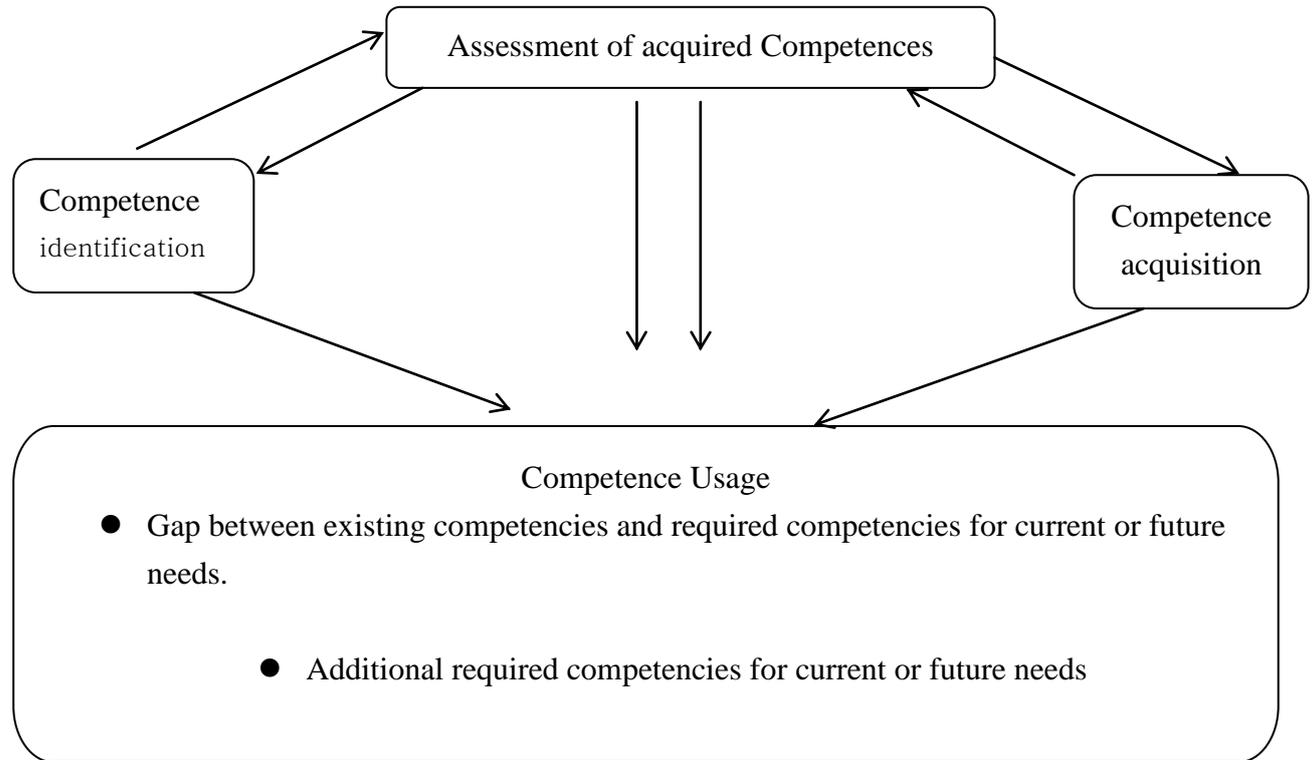
Source:

Human Resource Development International, Françoise Delamaire Le Deist & Jonathan Winterton  
Toulouse Business School, France. HRD International, Vol. 8, No. 1, 27 – 46, March 2005

### 2.2.3 The different kinds of Management of Competence’s Process:

According to (Berio and Harzallah, 2005), the “Competence management is becoming more and more important: competence has been well recognized as extremely important for the achievement of company goals, complimentary to, for instance, core business processes, customer relationships, financial issues. The current thinking is that competence management can be organized according to four kinds of process”. Through the following figure4, the management of competence as process can be divided into to four kinds of process:

Figure 4: Process of management of competence:



Source: (Giuseppe Berio & Mounira Harzallah): Journal of Universal Knowledge Management, vol. 0, no. 1 (2005), 21-28 submitted: 7/2/05, accepted: 18/4/05, appeared: 28/6/05 © J.UKM

a)- **Competence identification:** When, now or after, and how to recognize and to describe competencies necessary in order to choose the appropriate responsibilities, goals and policies; recognize which kind of competence should be integrated here

b) **Competence assessment:** To evaluate when and how to categorize and to decide that an employee has attained definite competencies; how the interactions between individuals and needed competencies are represented is included here.

c) **Competence acquisition:** To know the way that an organization can make a decision about how to obtain some competencies in an intended and scheduled way and when.

d) Competence usage: The manner to exploit the information or knowledge about the competencies created and changed by identification, assessment and acquisition procedures, What is the way exactly to identify the hole between needed and acquired competencies.

### 2.3 Dimensional Typology of Management of Competence: Individualism and collectivism:

The essential issues about human nature have been clarified by individuals in two major classes. A few of these rejoins were complicated in a jurisprudences way, as the effect of individual practice, and individual objectives. Others were extremely affected by cultural, political, social surroundings, and reproduce a harmony of the society. One can recognize and understand Individualism and collectivism as two dissimilar manners of thinking, defining individuals and groups because "Collectivism is defined as the theory and practice that makes some sort of group rather than the individual the fundamental unit of political, social, and economic concern. In theory, collectivists insist that the claims of groups, associations, or the state must normally supersede the claims of individuals." (Stephen and Gronbacher, 2006)

Individualism spotlight on special and individual attainment and victory as (Georgas,

1989; Kagitcibasi and Triandis, 1987) argued that “Individualism focuses on personal achievement and success.” The improvement of a single individuality, personal accomplishment, and individual happiness are the focal targets of individualism which is “at once an ethical-psychological concept and an ethical-political one. As an ethical-psychological concept, individualism holds that a human being should think and judge independently, respecting nothing more than the sovereignty of his or her mind; thus, it is intimately connected with the concept of autonomy. As an ethical-political concept, individualism upholds the supremacy of [individual rights](#) ..." (Branden, 1994). Nevertheless, communalism as organization concentrates in the fulfillment of social regulations and norms and individual’s duties to society. It “is defined as the theory and practice that makes some sort of group rather than the individual the fundamental unit of political, social, and economic concern. In theory, collectivists insist that the claims of groups, associations, or the state must normally supersede the claims of individuals," (Grabill and Gregory, 2008.)

The major objectives of collectivism are the improvement and preservation of collective harmony and agreement, attitude, and behaviors of the group. The group establishes and identifies which values are required and wanted, and which are to be abandoned and removed by all parts. A dissimilarity between individual and collective is observed as unsuitable and cheerfulness of the person can only be realized if the contentment of the

entire group attained since “The Good Life and the Good Society” that “the ultimate good of a number of individuals is greater than the ultimate good of a single individual.” (Adler, 2008)

2.3.1 The individual Competences: The Individual distinctiveness and personality are collected and associated in their form into exterior individuality (information and qualifications) and interior traits (intentions, attitudes and behaviors). The competencies of individuals consist of clear and overt knowledge (knowing facts), skills and qualifications (know-how), experience learned from previous mistakes, value judgments (sensitivity and opinions about what the human being believes to be right), and social system of relationship between individuals. The individual competences coalesces knowledge (qualifications), skills (ability) and personality characteristics (motives, traits, self-concept) to the performance, which is in harmony with professional or managerial competency standards that is why “a competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation” (Spencer, 1993, p. 9).

2.3.2 The collective Competences:

A collective competences or groupware is a group’s, team’s or project’s capability to

work together in order to achieve the same goal and objective, to facilitate environmental tribulations together, interpersonal abilities and qualifications to work collectively with different individuals sharing knowledge and repertoire of procedures. Since collective competences “depends on building and maintaining a sense of interdependency within the group. The other theoretical construct examined in this paper, work process knowledge, refers to knowledge of the business, production and labor processes in the organization as a whole. Employees in modernizing workplaces need such knowledge to underpin the wide collaboration, ‘entrepreneurship’ and cross-boundary activity expected of them” (Boreham, 2004).

The collective competences are not linked to individuals, yet it exists as an alternative in the groups of individuals. And to achieve a cohesive purpose, the team’s competence still exists even if individuals go away a group. At this point, “Collective as distinct from individual competence is constituted in patterns of interaction within the team which enable it to make collective sense of challenging situations in the workplace. The capacity to construct collective understanding of this kind depends on the team possessing (and making use of) a collective knowledge base. Collective competence also depends on building and maintaining a sense of interdependency within the group” (Boreham, 2004).

H2; Whether the organization is more individual or collective affect the performance of using the performance and development system.

### 2.3.3 Necessity of Performance management system for individuals and collectives:

“The gem cannot be polished without friction, nor man perfected without trials”, Chinese proverb. The Current competitive environment is so sophisticated and dynamic from day to others, it is absolutely essential to methodically manage the performance of workers to make them as forced and productive as possible as “It is well known that motivated staff not only work harder and longer, but are also much more likely to innovate and bring new ideas than others. Innovative companies are much more competitive and can handle bigger challenges swiftly and come out stronger than their competitors.”<sup>4</sup> Any organization that risks dumping and abandoning this imperative efficient task is clear to be unsuccessful and fail when challenging and competing against those who use such optimization. For example, according to the executive summary in 2001 of the Management Advisory Committee in the Australian public service, performance management is “an essential tool that is relevant at all levels in all Australian public service agencies. It provides a means to improve organizational performance by linking and aligning individual, team and organizational objectives and

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<sup>4</sup> [www.focus4training.com](http://www.focus4training.com)

results. It also provides a means to recognize and reward good performance and to manage under-performance". One should believe that motivated employees not only work continuously harder, yet they are also greatly expected to create new ideas. Pioneering and innovative organizations are too competitive and can treat and deal with solid challenges speedily and become so stronger than competitors and to generate a productive ambiance, an organization should satisfy the needs of its individuals and understate what stimulates workers and aligning it with organization's goals is the core task of an effective performance management system since "every employee has a need for self expression, entertains for professional development and career advancement, wishes to be accepted as "family member", feel respect towards management and pride in his/her work, receive acknowledgment and reward" ( Belilos, 1999). In order to perform both; individuals and organization; and increase the productivity and the production, the appraiser or the trainer requires interacting with workers offering periodic feed-back to them. This task can be given to everyone counting group leaders, managers, controllers, subordinates or with everyone from other divisions or departments and working in group because "Every organization has formal and informal groups. Formal groups are established by the management

While informal groups are spontaneous and developed to satisfy mutual interest of the members. Because work groups have a considerable influence on the work situation,

supervisors should be sensitive to the needs of the group and develop skills to guide and achieve the group's goal, which will benefit the organization and the members.”

(Vijayaragavan,1994)

## 2.4 Establishment and Implementation of the Management of Competence:

### 2.4.1 The Balance of competence, what does it mean?

The skills balance or balance of competences is a set of examinations, tests and interviews intended to verify the competence of an individual, it is in general according to the French ministry of labor and health “The skills assessment helps an employee to take stock of their skills, abilities and motivations and to define a professional project or training. Directed by a provider outside the company, according to specific stages, the skills assessment may be decided by the employer or implemented at the initiative of the employee, as part of a special leave.”<sup>5</sup>

when It can be agreed and decided at the initiative of the employer as part of the implementation of a training policy, or result from the employee's situation (joblessness... etc)

The balance of competence can be made at the demand of the employee. In this case, it

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<sup>5</sup> [www.travail-emploi-sante.gouv.fr](http://www.travail-emploi-sante.gouv.fr)

can lead to taking a leave of a maximum of 24 hours, or 3 uninterrupted working days or not. Apart from the possible assimilation of the employee's salary by an agency outside the company, this leave is assimilated to actual working time: seniority, vacation entitlement, bonuses...etc.

The balance of competence is a professional training program planned to permit the employee to inspect and look at his personal and professional capacities and abilities in order to define a professional or personal project and / or training project. [According to the Chamber of Commerce and Industry of Paris](#), “the skills Balance allows the employee to take stock of skills and experiences, professional and personal, to define a career plan and, where appropriate, draft training. It aims to identify and assess the knowledge, skills and abilities acquired during the experiments professional training in connection with personal activities outside of work, and also to determine the motivations and identify previously untapped potential.” Moreover, directed by a contributor outside the organization, according to specific steps, the balance of competence may be announced and decided by the employer or executed at the initiative of the employee, as part of a special leave. The balance of competence is premeditated to enable employees to analyze their professional and personal qualifications and their abilities and motivation to build up a career plan with an appropriate training project since as some researchers in their case study “Relationship

of Training Effectiveness and Faculty Behavior” affirmed that “Training and Development (T&D) deals with efforts of capacity enhancement whereby people get hold of abilities to aid in the accomplishment of organizational objectives.

It “occupies planned learning activities premeditated to develop an employee's performance at her/his recent job” (Qayyum, Azam and Marwat, April 2010). It can be done on a suggestion from the employer, with the assent of the worker or the worker's initiative. It is executed and achieved by a supplier outside the organization, according to well-defined phases. So, employee may apply for this opportunity to leave.

2.4.2-Balance of Competence’s utility (Usefulness): A balance of competence allows summarizing the past experiences and updating all the professional opportunities that exist for employees. As example, “While increasing the length of studies is not the priority, teachers’ initial education does require some reviewing.” (Duthilleul, 2005).

This balance is carried out in a firm specializing in human resources and recruitment. The employee will be supported by a consultant who will speak much with him to identify what he would do and what he can do. New professional tracks will emerge then. The consultant will also help employee rework his resume and lead him to job interviews. These balances are perceived very positively by that practice. So, “The balance of competence is premeditated to enable employees to analyze their

professional and personal qualifications and their abilities and motivation to build up a career plan with an appropriate training project. (Ben Ferjani, 2004)

2.4.3- Condition of feasibility: Three conditions of success; volunteering, transparency and privacy.

a) Volunteering: It is essential that the person who makes a report to do so voluntarily. The consultants would provide. However volunteers require being well directed and, as it was mentioned in the “Developing Volunteer Strategy”, they “...will need to be managed, trained, supervised, provided with equipment, insured and paid out of pocket expenses. The skills needed to manage volunteers mirror those of a personnel officer - communication, listening, counseling, negotiation, good organization, administration, report writing, managing meetings and conflict resolution.”<sup>6</sup>

b) Transparency: the process should be immediately clear to the applicant. A trusting relationship is needed between the two actors to engage the dynamics that will allow the applicant to become an actor and author of personal development and their professional development. This is a subject in the making but one should know also that transparency can be sometimes inconvenient. Therefore, “Practiced in ways that show or maintain respect and concern both for the individual and for the common good,

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<sup>6</sup> Web link: [www.development.tas.gov.au/\\_\\_data/ass](http://www.development.tas.gov.au/__data/ass)

however, transparency can lead to amazing things. Organizations benefit from a more efficient process of decision making and tactical execution as players are more informed, operations speed up, and problems are identified more readily along the way. Leaders build trust and experiences more finely tuned collaboration with their peers and followers” (Barbara and Elizabeth, 2004).

c) Confidentiality: consultants to carry out skills assessments are subject to the provisions rule and regulations. In management Magazine under the title “Confidentiality is a must for today”, Eric Schmall argued that one “would expect to encounter sensitive issues if he works in Human resources area, dealing with people’s pay records, work problems and the like. He could also anticipate dealing with secrecy if he has responsibility for strategic planning or product development” (September, 2010). So, the balance of competence now has a central and essential place in training; it is a moment of reflection to attend any changes and growth in the personal and professional.

The speedy development of trades and positions in the organization engrosses and involves a better view of his professional career and vocation; the balance of competence therefore aims to respond the questions of people who feel they attained and achieved a key moment in their lives. The altercation and the confrontation with the reality of the economic market will lastly test the feasibility of the proposed project. In

fact the balance of competence has as rule change control which is an “important part of the project management process.

With the pace of change today, it is almost certain that projects will face the demand for change during their life. While change may help ensure projects are aligned with business needs, it important that each change is carefully considered and approved (Duncan, 2002).

In my opinion, another important point that in case when do not receive any monetary support, the organization can still accomplish a balance of competence, according to the same terms and the same period as the balance financed. In this case there is no waiting period and the balance can begin immediately.

H3; The degree of conditions of feasibility is positively related to the use of the balance of competence.

## 2.5-Process of Management of Competence in the Organizations:

### 2.5.1 The Recruitment and Selection:

2.5.1.1 Reason of Recruitment and selection: Recruiting people for an organization it is an understanding of the smart kind of employee needed for the job. “Recruitment and staffing provide the overall framework for the process of planning, recruiting, selecting, and hiring employees. The goal of recruitment and staffing is to identify the smartest,

most versatile employees you can find. Retention of your best employees starts with your effective recruitment and staffing process, strategies, policies and procedure.”<sup>7</sup>

So, By taking a proficiency and competency based approach of HR planning, the accurate competencies necessary can be examined and coordinated with what is offered and exist inside the organization. Selection or recruitment is the process of probing and looking for the candidates for employment and inspiring them to look for occupations in the organization. Recruitment is the action that connects the workers and the occupation appliers. The recruitment according to the “Agate Info-systems”, a professionally managed recruitment consultants in India, is: “A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.” “It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.” Moreover, Recruitment of applicants is the task that happens before the selection, it assists to generate a pond of potential employees for the organization and to select the accurate candidate for the exact occupation from this lake. The core aim of the recruitment process is to accelerate the selection procedure since it

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<sup>7</sup> [www.humanresources.about.com](http://www.humanresources.about.com)

is an incessant process in which the organization tries to build up a pond of skilled candidates for the prospect human resources requirements. It is an “attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected” (Edwin, 2002). Frequently, the recruitment procedure begins whilst a recruiter or selector starts an employee request for a detailed and exact available job and expected position. The focal goal of the selection and recruitment practice is to find how many employees that can be chosen to assist the organization to attain its targets and goals. Hence, recruitment facilitates to generate a group of potential human resources for the organization; as a result, the organization can decide on the right applicant for the accurate job and according to the Slide share Blog, select the best in order to prepare them for the future “. Since employees are constantly trained, they are ready to meet the job requirements. The company is also able to identify potential employees who can be promoted in the future for the top level jobs. Thus one of the advantages of HRM is preparing people for the future.”<sup>8</sup> The Selection operates as a connection among the workers and the position applicants and guarantees the affectation of the appropriate applicant at the right position and moment. Via accurate recruitment procedures, the human resources managers can facilitate the selection of the

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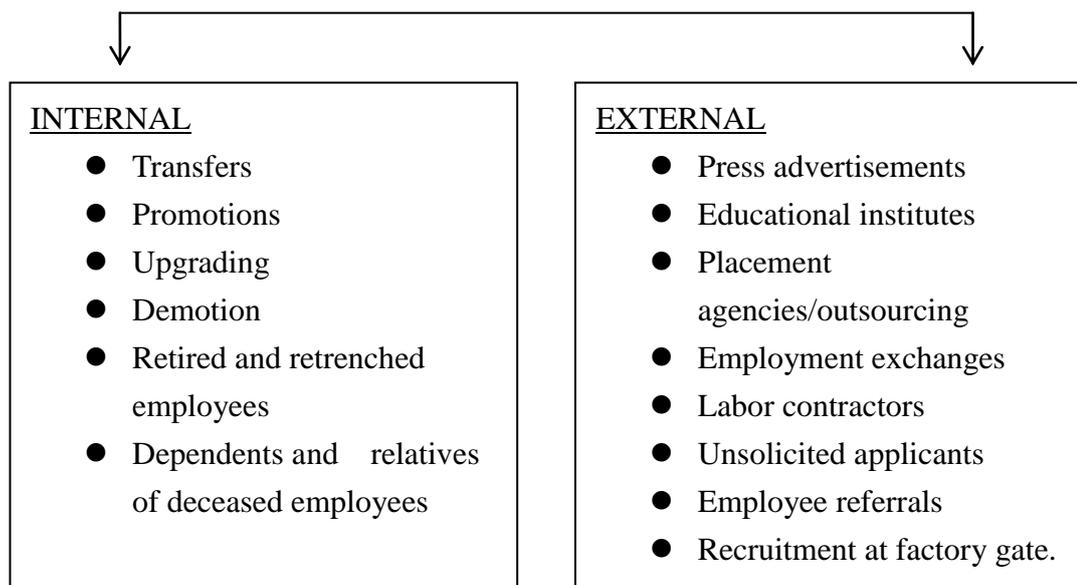
<sup>8</sup> [www.slideshare.net](http://www.slideshare.net)

finest applicants for the society that can be an essential resource, a key competency and policy advantage for it. This point affirmed by Edwin in 2002 when he argued that “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.” On the whole, recruitment can be simplified into three sorts: a) Planned: i.e. the requirements coming up from modifications in organization and changing policy. b) Anticipated: predictable requirements are related to the dynamism in personnel, which an organization can anticipate by cramming and studying inclinations and flexibility with the environment.

c) Unanticipated: Demission, sickness, death, accident, give clamber to unexpected recruitment.

2.5.1.2 Sources of Recruitment: As showed in the figure 5, there are two sources of recruitment that need some explanation

Figure 5: Sources of Recruitment:



Source: <http://mysitehr.webs.com>

As showed in the figure 5 there are two sources of recruitment. “Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organisation itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment”<sup>9</sup>

- **Internal Sources of Recruitment:** Internal recruiting is the selection of own workers who have the capabilities and the aptitude to satisfy the organization’s needs and assist its main goal and target.

The internal sources can be as follows:

- **Transfers:**

The workers are moved from division or department to other depending in their carrier and effectiveness.

- **Promotions:**

The workers are promoted from division or department to other. So, their responsibilities will be enhanced and they can get more profits and benefits.

Upgrading workers due to their considerable performance

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<sup>9</sup> [www.Recruitment.naucrihub.com](http://www.Recruitment.naucrihub.com)

- Demotion and reduction of no- performing employees.
- Reintegration of old and previous employees (retired and retrenched) another time when the organization cannot find skilled employees or when the quantity of production increased.
- Members of Deceased or infirmed employees in order to stop living under the mercy of others.

In my opinion, the advantages of internal recruiting are as bellow:

- Recruiting costs and time: internal recruitment is less expensive than the external recruitment. Moreover, the organization saves and wins the time and the period of recruitment's procedures to affect employees in their positions and satisfy quickly the vacancies needs.

- Motivation: Internal recruitment and moving from department to other is a sort of advancement that provides to employees an occasion of self-attainment and realization and catalyzes their desire to do their best in order to participate effectively in the realization of organization's objectives.

- Knowledge and Familiarity: Internal recruitment gives to workers an opportunity to collect a variety of information and to be familiar with the organization's procedures and regulations. It makes also the employees polyvalent and flexible in the uncertain circumstances through collecting knowledge.

## Disadvantages of internal recruiting

- **The Consanguinity: or (Inbreeding):** The risk of internal recruitment is the shortage of creativity and innovation: Absence of new ideas and shortage of commitment.

- **Internal recruitment can create conflict between employees and between workers and employers in case of unequal selection and affectation.**

- **Cost of Training:** Internal recruiting provides a well trained employee. In order to develop the qualifications needed to train the recruited workers in new procedures and technologies, the employer should provide too expensive training schedule.

➤ **External sources of recruitment:**

- **Press advertisements:** The announcements of the jobs in mass-media are so reach method and they are a so common recognized source of recruitment.

- **Educational institutes:** This source is known as Campus Recruitment. Educational establishments are a good source of recruiting well skilled technical employees and qualified executive talents.

- **Placement Agencies:** Specialized principally in recruiting high talents and specialists. Many private advisory organizations perform recruitment task for the organizations who desire recruiting superior level of employees.

- Employment exchanges: Establishing public employment rotations and exchanges by government in all cities that offer job data to appliers and assist organization to find the appropriate employees.
- Labor Contractors: Labor contractors source used to recruit labor for building of construction jobs and other activities related to this area. Manual employees can be selected through contractors who conserve close relationship with the sources of such workers.
- Unsolicited applicants: A lot of job applicants go directly to the Human resources department and ask directly for jobs. This way interrupt the daily working of the organization but sometimes can be good source to satisfy the vacancy position suddenly.
- Employee Referrals / Recommendations: The employee themselves of the organization can recommend for it employees (their family, friends, closed relationships...etc). In some organizations these are official accords to recruit employees recommended by the syndicate.
- Recruitment at the factory gate: When a nonqualified employee is absent, worker can be selected at the factory gate of the organization, it can give the opportunity to him to will be permanent.

One have to know that the recruitment is not enough to create the effectiveness and the performance, recruitment should be followed by smart selections procedure, recruitment is not usually selection, according to project training report on recruitment and selection process at Shree Cerment LTD Beawar in 2003, “Recruitment refers to the process of finding possible candidates for a job or function, under taken by an employment agency or a member of staff at the business or organization looking for recruits. The aim of selection is to find a person who accept the position and who give satisfactory service and performance in the long term.”

2.5.2- Training Development & Training Evaluation: A mechanism of human resources development and competitiveness of organization.

2.5.2.1- Training Development:

The main objective of Human Resource Management is to retain, train, develop, and compensate the workers in organization. It is in addition appropriate to non-lucrative organizations like education; healthcare etc...Human Resources Management is the set of actions, agendas, and functions that are intended to exploit both organizational as well as individual effectiveness and efficiency and create a smart relationship between workers and employees. This was confirmed in the “Texas Web Hosting” that “Human

Resource Development is very important for every organization, in order to build up a smooth relationship between the employees and organizations". Human Resources

Development Aid to:

- 1. Develop competencies among individuals in the organizations that allow them to perform their present and future works thoroughly, by means of intended learning activities.
- 2. Ensure equivalence between an organizational and individual need.
- 3.

Groups inside the organizations instigate and direct change.

The field of HRM is so enormous and huge "and the entire tricks of employee, from recruitment until leaving, come beneath the horizon of Human Resources Management."<sup>10</sup> The main of HRM are recruitment, payroll, performance

management, training and development, preservation and industrial Relation...etc. And the most important activity is training and development. In fact, "The focus of human resource management is on managing people within the employer-employee relationship.

It involves the productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employee needs. HRM is a major contributor to the success of an enterprise because it is in a key position to affect customers, business

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<sup>10</sup> Texas Web Hosting: About Human Resources Employer and Employee Arizona and Everywhere.

results and ultimately shareholder value'. Ineffective HRM is a major barrier to employee satisfaction and organization success”<sup>1 1</sup>

a) Objectives of Training development: The main goal of training and development is to guarantee the handiness and existence of qualified and agreeable personnel. There are four other objectives which are:

a.1 Individual Objectives: Assist workers in attaining their individual goals and improve their contribution and involvement to an organization.

a.2 Functional Objectives: Sustain the department’s participation at a level appropriate to the organization’s desires and requirements.

a.3 Societal Objectives: Guarantee that an organization is morally and socially in charge to the requirements and defies of the society.

b) Steps of Training activity:

b.1 Training requirements: can be evaluated by analyzing three principal human resource domains: the organization as an entity, the kind of employment and the requests of the employees. This analysis will offer reacts to the below issues: Where is training needed?

- What particularly have an employee to learn to be more productive and creative?
- Who requires to be trained?

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<sup>1 1</sup> <http://www.scribd.com/doc/18002085/Chapter-1->

b.2 Selection of Trainees: After having decided what training is required and where it is needed, then the trainers have to decide who should be trained without any extra-condition because for example, according to the report of ANZCA; Australian And New Zealand College of Anaesthetists, “the selection process is based on equal opportunity without prejudice, regardless of gender, race, religion, age, pregnancy, disability or other personal attributes provided that they do not impair the candidate's professional and clinical performance (that is, unable to meet the reasonable and genuine requirements of the position). If in doubt, appropriate advice and guidance should be obtained” (1999).

In this step the selectors should be attentive because the cost of training workers is not cheap, especially when they go away the organization for another employment in other competitive or noncompetitive organizations. Thus, it is important that selectors have to be carefully to select the appropriate trainees. Selection of trainees according to the Mushroom cultivation for people with disabilities: a training manual “needs to be conducted under strict criteria and motivation must be carefully assessed. Many people with disabilities are fully capable of accomplishing required tasks however; their

motivation needs to be carefully assessed. Therefore, selection remains a key component to ensure sustainability and replicability”<sup>1 2</sup>

b.3 Training objectives: The objectives of the training plan should be connected directly to the main policy target of the organization. Lesson objectives should indicate and specify plainly what behavior or skill will be tainted and modified after training and should relate to the task and strategic plan of the organization. Objectives should comprise and contain highlights to assist take the employees from where they are actually to where the organization desires them tomorrow. Identifying purposes and targets assist to assess the training, “It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.”<sup>1 3</sup>

As a result, permitting employees to contribute in identifying objectives amplifies the possibility of victory and triumph. That is why “Training is an essential factor in the success of a business. A company that has well-trained personnel has the potential of becoming a champion in its field. There is a need for people who can effectively develop and deliver training material. Your knowledge and skills in this area can help you advance your career or improve your business. Also, the development and delivery

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<sup>1 2</sup> [www.fao.org/docrep/004/ab497e/ab497e04](http://www.fao.org/docrep/004/ab497e/ab497e04)

<sup>1 3</sup> Training development ppt presentation, [www.authorstream.com](http://www.authorstream.com)

of training can be a satisfying profession, especially when you see the results of your work. Training is an important task, and it should be done with excellence in mind.”

(Kurtus, 1999)

b.4 Methodology of training: There are two large kinds of training accessible to little businesses: on-the-job and off-the-job systems and techniques. Individual situations and conditions and the "who," "what" and "why" of your training program identify which method to apply. On-the-job training is conveyed to workers while they carry out and carry out and execute their standard and regular work. With this method, employees do not lose time even as they are learning. And, after a plan is elaborated for what have to be trained, human resources should be informed of the details and particulars. The schedule or the agenda should be ascertained and determined with interrupted and continuous assessments and appraisals to update workers about their improvement and evolution.

The techniques of coaching and the style of training enhance the polyvalence and effectiveness of employees. So, the methodology should be clear and well understood by trainee in order to develop their qualification with efficiency since “The success of any training program depends on the degree of acceptance and internalization of the training concepts by the individuals. To achieve that, an effective training methodology

that understands the motivations and work initiatives of the individual should to be devised in order to effect a change from the core within. This paper aims to analyze the importance of understanding the work initiatives of the individual and then introduce the training methods.” (Jayashree and Rani, 2009).

b.5 Assessment of Training: Training should be assessed and appraised continuously throughout the procedure. Establish these objectives when the organization develops the training. Workers should be appraised and evaluated by judging against their novel obtained qualifications and comparing with the qualifications planned in advance in the training plan. Any inconsistencies and differences should be marked and adjustments, amendments and regulations made to the training program to facilitate it to reach particular objectives. So, this step is so essential since “A vital aspect of any sort of evaluation is its effect on the person being evaluated. Feedback is essential for people to know how they are progressing, and also, evaluation is crucial to the learner's confidence too. And since people's commitment to learning relies so heavily on confidence and a belief that the learning is achievable, the way that tests and assessments are designed and managed, and results presented back to the learners, is a very important part of the learning and development process” (Chapman, 2004). A lot of training plans will not succeed simply since the manager is unsuccessful to assess its

advancement and advancement up to it was so tardy and delayed. So, the evaluation in the appropriate time will assist the training to achieve its main purpose successfully.

#### 2.5.2.2- Training Evaluation:

The procedure of analysis and study of training plan and schedule is recognized as training assessment. Training evaluation tests if training realize the preferred result. Training assessment guarantees that if participants are able to apply their wisdom in their jobs or not since the “purpose of evaluation is to determine whether or not the training achieved the desired objective. The objective might have been very precise, or extremely loose, but there would have been one. This is usually set as a result of [assessing training needs](#). Evaluating training will help show how effective it was at meeting the objective.” (Knowles, 2009).

There are five major reasons of training evaluation are as showed in the following figure 6.

Figure 6: Reasons of Training Evaluation:

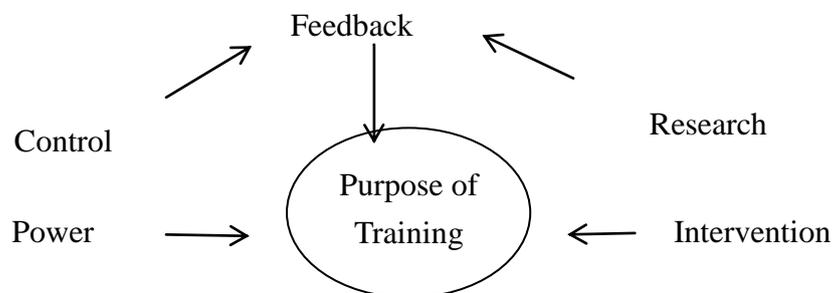


Figure. 6: Source: [training and development.naukrihub.com](http://traininganddevelopment.naukrihub.com)

According to above figure 6, the reasons of training evaluation can be summarized as follows:

- a) Feedback: It assists in providing feedback to the participants by defining the goals and connecting it to learning results.
- b) Research: It aids in establishing the rapport among obtained knowledge, relocate of knowledge at the work place, and teaching.
- c) Control: It assists in assess the training program since if the training is not successful, then it can be contracted as a result.
- d) Power: The top management (advanced solid employee) employs the evaluative facts and information to operate it for their personal profits.
- e) Intervention: It helps in seminal that if the actual results are united to the predictable effects or not.

So , this procedure is too important to assist the management to be rational that is why “Management can be defined as the rational assessment of a situation and the systematic selection of goals and purposes; the systematic development of strategies to achieve these goals; the marshalling of the required resources, the rational design, organization, direction, and control of the activities required to attain the selected procedures (McNeil & Clemmer, 1988).

### 2.5.2.3 Training as a mechanism of HR development and professionalism:

#### a) Human Resources development

The classical managerialist literature adopts a limit meaning that identify the real meaning of Human resources development as “a set of formal organizational and individual practices that are designed to enhance the potential contribution of human resources to the organization (and Walton, 1999 and Holton, 2000). This viewpoint is founded on the concept of human resources advantage that improves the execution of production policy and participates to the organization’s productivity and outcome.

Nevertheless, the previous policy literature asserts and affirms that “organizational competitiveness in the longer term depends on the effective learning at both individual and organizational levels” (Dixon, 1992 and Garrick, 1998). Furthermore, this prose confirm that “the dynamic external environments in which many businesses currently operate within requires that they develop a capacity to learn more effectively and faster than competitors and to find methods and skills to solve complex problems”. This literature points out that dependence and confidence on intellectual assets and resources as an origin of durable and continues competitive advantage “brings into focus the need to foster ‘learning rich’ organizational contexts” ( Boud & Garrik, 1999) , in “the knowledge-based economy” (Raich, 2002).

Moreover, Human Resource Development is the system for assisting workers to expand and build up their individual and organizational qualifications, knowledge, capabilities and attitudes. Human Resource Development comprises such occasions as employee preparation and training, employee career expansion, performance management and improvement, coaching, orientation, progression and succession planning, Key employees, financial aids for education and training and organization progress and amelioration. Human resources development is based on the professionalism and the style and kind of management and managers and/or leaders.

b) Professionalism (How to reach the professionalism):

Making the organization and its human resource competitive is one the most imperative tasks of professional human resources management. Professionalism and competitiveness are very important in business. Richard Hall (March, 2010) in his blog The “IT Infrastructure Event” said that Thilthorpe confirmed that "Professionalism is about setting people free, not constraining them. It's about understanding everything from ethical conundrums, through the latest technologies, all the way to your individual business, sector and the environment in which you operate. If you are really professional, you can be more agile than competitors because you have the skills and competence to deliver whatever is required." The manager, is not looking only at what competitors are doing yet he is focusing silently at what his human resource is doing to

be competitive and ready for action to be as reference. The main causes why the development of human resources and competencies is important since today professionals are in demand and several organizations are interesting in developing the competitive rim in terms of business procedures, technology and human resource in itself. Before, we have constantly considered that HRM is just a support function to other operational management. We only anticipate it to provide us the right workers, manage our employees unions, and arrange our corporate social dealings. We botched to see that our organization's competitive measured first by how competent our human resource is because "Keeping the organization and its human resource competitive is one the most important roles of an HRM professional. Competitiveness is the new ball game in business. Here, you are not merely looking at what your competitors are doing but you are looking inwardly at what your human resource is doing to be competitive, and stay competitive in reference to the world's business stage."<sup>1 4</sup> Novel technology, business strategies and policies, sophisticated procedures, and management systems are inefficient in the absence of competent human resource and the absence of their commitment and feeling of ownership since, according to the Global Article Directory "[Prevent Excessive Sweat](#)" "...providing your people with the challenge to be their best, the opportunity to learn, the freedom to be creative, the incentives to execute and

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<sup>1 4</sup> [www.hrmbusiness.com](http://www.hrmbusiness.com)

produce, a feeling of ownership, and the esteem as professionals - these are the aspects that will make top technical and sales people want to join your corporate, and have them continue.” A Human Resources professional, or element as an entire, can generate factual worth and value when it concentrates its plans in developing the competency level of individuals. By this manner that Human Resources Manager can effectively generate value to the competitiveness of the organization.

Dynamic and competitive human performance is not, as some belief, machine and systems performance, but is the center and the heart of business performance. So, when organizations are talented to exploit efficiently the talent, power, and encouragement of workers, they will realize absolutely a perfect competitive business edge. The competencies of these individuals, using their filled potential and skills, will deeply improved the significant competitiveness of the organization. So, it is the real value contribution of the HR [professional](#) to build a successful organization and incessant competency development among a sophisticated environment.

#### 2.5.2.4 Development of Hierarchical Heads to be “Servant” of employees:

- a) The Management of Development: It is “The process from which managers learn and improve their skills not only to benefit themselves but also their employing organizations.” (Cannell, 2008).

Dealing with the management of development is so essential to enhance the skills of employees and realize the effective success of the organization. Managers can have educational, training and learning occasions when they practice their profession, if this casual training is concerned as a formal procedure then it is considered as management of development.

The management development consists of:

- Executive education: provide courses to young talent or senior leaders.
- Structured informal learning: Ways of working in order to arrange the informal learning.
- Formal learning courses: Technical and very precise and detailed lessons.

So, the development of leaders is so important to develop the employees and enhance their skills and qualification to enhance the skills, knowledge and aptitudes to develop organizational system.

b) Managers as “Servant Leadership”: The managers are servant and developer of employees in order to guarantee the progress of the organization. In his essay “Servant as Leader”, (Greenleaf, 2008) argued that "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one

who is leader first; perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature."

To be effective, managers should be servant and have some specific aptitude, attitude and:

- Should look for the best way to attain the main objectives of the organization by developing and unleashing the inventive budding of human resources.
- Have the bearing of a modest and altruistic servant.
- Concentrate in preservation and improvement of workers.
- Be in charge of preparing a protected and encouraging work atmosphere that promotes novelty and increases inherent inspiration and encouragement.
- Should create an atmosphere of absolute self-esteem and reverence.
- Managers get faith when they place the legal requirements of their groups over self concerns.
- Should open their minds and pay attention to their employees when they try to talk or to express something.

- Should build up and preserve excellent interaction and relation throughout sympathy, compassion, curative and poignant cleverness.

As consequence, the management of competence is the way that leaders or managers should apply to develop the skills of employees and raise the productivity of organization. “An empowered organization will recognize the contribution of all employees and will work to develop each to his or her full capability. An empowered organization will recognize that competency in one area does not indicate competence in another area; the effort of every employee has an impact on the success of the entire organization and all work is valued. That is, the effectiveness of the store depends upon properly displayed merchandise, appropriate acceptance of returned goods, and clean toilets.” (John, 1998) Servant leadership is so fundamental since he encourages employees principally through generating a cooperative and compassionate atmosphere of working instead of individual inducement systems. He is predicated on a confident and optimistic view of employees, trusting that they will react surely to him and guarantee the competitiveness of the organization. It is a great and an important challenge to grow up the organization and save it from “disasters” and “crises” and “all managers of professional organizations face the same challenge: to manage one's time, objectives, and resources in order to accomplish tasks and implement ideas” (Waldron, 1994).

2.5.2.5 Improvement of Competitiveness of the organization: The Competitiveness is a technical notion. It refers to the organization's growing knowledge and qualifications, It is an “Ability of a firm or a nation to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them”<sup>1 5</sup> . It is the way to synchronize the creation of different coalition of skills and in a diversity of technical actions. One of the key components of this newborn architecture, the competitiveness, is the human resources since the participation and contribution made by people in favor of the organization’s objectives. That is why one can say that the appearance of the concept on labor proficiency and capability or “Competence” is linked to the strategy of ‘business fighting’; So that, the enterprises require taking the improvement and progress of its human resources as the preliminary point to distinguish. Currently, the ‘business fight’ of the organization make as mention about the necessity of developing human resources with high-level IT skills and qualifications which is rising from day to others because of the dynamic circumstance of the environment due to the increase in employ of IT in the society and the boost of importance of software and services in the IT industry. That is why “Managing people effectively in extension programs is a skill that requires constant planning and development. An extension

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<sup>1 5</sup> [www.businessdictionary.com](http://www.businessdictionary.com)

program manager can be defined as the person who is vested with formal authority over an organization or one of its sub units. He or she has status that leads to various interpersonal relations, and from this comes access to information. Information, in turn, enables the manager to devise strategies, make decisions, and implement action” (Mintzberg, 1988).

In order to support the competitiveness of the organization, the management of competence plays an important role to make from Human resources a significant and real competitive advantage that should be well trained, more skilled and qualified. And these characteristics will be appreciable only when the organization implement a strong management of competence based on scientific tools and instruments and overtake the simple way of administration and traditional control and put into practice a motivating, rewarding and dynamic management of human resources.

2.5.3 The Remuneration: It is a recompense of service as pay, salary or wage, counting grants, compensations, benefits, indemnity, pension, windfalls, bonuses, cash encouragement and motivation, and financial worth. These ways of paying comprise providing benefit packages, healthiness cover and assurance, store alternatives. The remuneration is the worker’s salary, wage or income which may be calculated and figured in numerous diverse manners. So, the remuneration is “another term for employee pay.

There are a number of ways a company might recompense an employee for work beyond a standard wage or salary. These methods of paying include offering benefit packages, health insurance, stock options, time off of work; among many others...It is the employee's salary or wage, which may be computed in several different ways. The employee may receive an hourly wage, and gets paid specifically for hours worked.

Other employees get a salary or set amount of pay per month, twice monthly, bi-weekly or per year, no matter how many hours they work. Many sales employees work on a commission basis and may only make money if they sell products and/or services.

Others have a base salary they draw, in addition to added commission based on their sales.”<sup>1 6</sup> Remuneration strategies are known as essential to the execution of the business policy of the organization and modification proposals and initiatives, encouraging employees to attain esteemed organization targets. Because of that, the exploit of monetary incentives has featured importantly on the agendas of human resource managers. The expansion of remuneration strategies and structure are considered in relation to the consequence on faction performance and organization wealth.

The Remuneration of employees is based on the following components:

- Performance of individual and carrier path.

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<sup>1 6</sup> <http://www.wisegeek.com/what-is-remuneration.htm>

- The organization's capability to pay
- The organization's situation in the salary market, i.e., what they are prepared and disposed to pay compared to the rule and regulation.

A lot of organizations and human resources managers are confronted with the issue of offering significant types of recompenses and levels of remuneration for employees.

How do managers react with this important and vital matter, given that payment or rewards is the particular solidest communicator of the value the organization places on group and individual participations? It is also irrefutable and certain that remuneration is an emotional concern strongly related to the character and personality of the employee.

It is essential that remuneration systems and strategies be seen by employees to stimulate them to perform to elevated levels and to develop their skills, that where this takes place that enhanced levels of compensation will result and that remuneration emerges in an objectively reasonable, clear, applicable and pertinent way:

- \*Guarantee that remuneration strategies and performs link to the strategic objectives and of the organization;

- \* Make certain that policies are apparent, obvious and easily available to staff and practical;

- \*Assure that managers of human resources or compensators recognize and comprehend what the elements are of the remuneration package that make

employees stimulated and encouraged; Conduct conventional salary and edge benefit examinations to attain significant data as to the echelons of remuneration being paid in the market place and compensation values and being pursued, assumed and approved;

\* Take a wide vision of reward and decide not to limit it only to the issues of wage.

\H4. The High level of competence is necessary related to the process that organization follow.

The Remuneration is not the only tool to motivate people to be more effective and productive; there are other sorts of incentive and encouragements.

## 2.6 Mobilization and promotion: Other sorts of incentives:

2.6.1 Definition: The promotion is an active classification of employee to a position in a superior wage level. It is promotion is also advancement to a position that needs performing liability of appreciably enlarged responsibility. Most advancement will happen as a consequence of job reorganization. Release and vacant posts will be posted to abide equal chance for all workers to apply for and be encouraged by advancement into available positions in the organization. It is an "Appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change is

considered a promotion and will be classified as such in all personnel documents.

Promotions will be made without regard to the race, color, sex, religion, age, ethnic origin, or disability of the employee.<sup>1 7</sup>

2.6.2 Types of Promotions: Frequently, promotion or mobilization is divided into two sorts, the vertical promotion and the horizontal promotion

a) Vertical promotion:

It is a hierarchical advancement of the employee from lower position to another superior position due to his competence and high skills that make him satisfy the needs of the new function and offer to him higher remuneration. But this kind of promotion depends on the vacancy in the higher position.

b) Horizontal promotion:

It is advancement in the same hierarchical level due to the vacancy of position or due to the requirement of organization. The salary can be raised and it can be conserved, But the employee feel in fact that he is useful and important inside his organization.

Generally, Promotion can be classified as below: Inter/Intra-departmental Promotion

An intra-departmental promotion takes place when an active employee in a department (x) is promoted into an open position in an upper wage level within the same department.

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<sup>1 7</sup> [www.pvamu.edu/pages/1361.asp](http://www.pvamu.edu/pages/1361.asp)

Internal Organization Promotion: An internal advancement happens when an active employee, inside an organization is promoted into an open position in a higher salary range within the same Organization.

Cross Organization Promotion: It is like the internal organization promotion but this kind of promotion is replete via the job posting program.

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### 2.6.3 Job satisfaction factors:

- independence and self-determination
- Settlements and Benefits
- Career advancement / development prospect
- Reward / pay
- Communication between employees & Managers
- Involvement of work to organization business goals
- Sensation safe in the work environment
- Suppleness and flexibility to balance life and work issues
- Job security
- Continuous training
- Management acknowledgment of employee job performance
- Networking and strong relationship with co-workers and immediate supervisor

- Opening occasion to employ qualifications and capabilities
- Engagement of organization to professional development
- Basic communal culture

Diversification and variety of work

### III. Hypothesis Testing and Results:

To test the above hypothesis, I employed a survey questions distributed via mails to 10 Tunisian organizations belonging to two so strategic and important sectors in Tunisia which are Transportation and Tourism, 40 employees (4 from each organization) from different levels and categories ( Senior Managers, managers, workers...etc) answered to the follows Yes/No questions with providing explanations and reasons.

- 1) Issues of implementation of management of competence in Tunisian organizations (Table1)

Issues	Employee's answers	
	Yes	No
The instability of situation and workforce	40	0
The evolution of Strategic analysis in terms of competitive advantage	40	0
The globalization and development of "Knowledge based-economy"	40	0
Total	100 %	0 %

Table.1: Reasons of implementation of Management of competence system

As I showed in the above table, all employees of Tunisian organizations confirmed that the issues of the implementation of management of competence is linked necessary to the evolution of strategic analysis in terms of competitive advantages and the volatility of workforce that make management based-economy so essential to succeed and to be effective paradigm

According to these 10 Tunisian organizations, the issues mentioned above take place more intensely today than before, in the brightness of changing management and implementation of management of competence. The Business and challenge of globalization, is devoted to the revision of strategic opportunities accessible to organizations as component of a larger competition in space (economic incorporation market aperture) and in time (speed change).

All managers of these organizations pointed up that the business and the challenge of competitiveness identify the competitive powers, forces and the persistence and continuity of the Tunisian organization today especially after the revolution and corruption of citizens on April 2011.

The importance matter here is to develop and enhance the society's inner strengths as well as its internal and external environment. These organizations are focusing in improving the human qualifications and skills and engage them in attempts for modify, growth and value creation and build up a strong competitive advantage based on the high level of

competent human resources and their effectiveness.

In fact, all these organizations make great importance to establish and implement the management of competence system that allows the appearance of new mechanisms of synergy and exchange of ideas. The workforces are not static and change from day to others because of the attitudes, behaviors and aptitudes of human resources which are in evolution from day to others due to the change of the environment which is unpredictable and uncertain. So, training and enhanced management would increase productivity, awareness, attentiveness, innovation, creativity and adherence and assist societies to guarantee their persistence and be more competitive.

The majority of these organizations affirmed that the way to implement a management of competence system is so difficult. For example, what practical guidance and suggestions are presented for tiny and little information provided by a single worker can be changed into a procedure of communal and collective work of a team. All managers of these organizations have the difficulty of managing psychological obstacles that restrain the thoughts and imaginations of employees and avert them from creating and innovating to be dismantled. How for example to make innovation and the necessity to be competent a culture and common practice for all employees. The solution according to these managers is to encourage companies, through the debate that elevated and appeared during the various process of management of competence, to identify their structures and the typical profile of

their future leaders, to modernize and globalize, to be more inventive and creative, more competitive, well administrated, translucent and transparent, these important characteristics give confidence and encourage managers to develop new strategies growth.

2) The organization is more individual or collective affect the performance of using the system of performance development (Table2)

Questions	Employee's answers
Is the management of competence guaranteeing the collective performance?	40 (yes)
Is the management of competence guaranteeing the individual performance?	38 (2: No)
percentage	97.5%

Table.2: Reasons of implementation of Management of competence system.

As it is appeared in the table 2, almost the majority of Tunisian organizations confirmed that whether the organization is more individual or collective affect the performance of using the system of performance development, only 3 workers are not agree that the management of competence guarantee the individual performance, their reason is that this performance depends on the commitment and the engagement of employees before the guidance of managers. So, if there is not individual commitment, the individual

performance cannot be attained.

According to 97.5 % of employees, performance management is not only for the individual benefits but it is also for collective Benefits. It is one of the main procedures that, when successfully executed, assists individuals recognize that their participations are recognized and approved. Performance management is a continuing procedure of communication between a manager and an employee that happen during the year, in support of achieving the strategic objectives and collective goals of the organization. The communication process comprises elucidating outlooks, setting targets, and goals and appraising effects. So, the management of competence system is vital to perform individuals effectively in order to achieve the collective goals of the organization efficiently.

Moreover, an efficient and effective performance management system put the basis for pleasing excellence and fineness.

- By connecting individual work attempts with the collective tasks and goals, the worker and the organization appreciate and recognize how that job is so essential to the organization.
- By providing obvious and understandable performance prospect (results + actions & behaviors), it assists both, the individual and the collective, to know what requirements to be done to be successful and efficient.

- By identifying job and career improvement objectives as element of the procedure, it makes it very apparent and obvious how the existing position supports worker progress and the supplementary occasions the employee requires to investigate.

By accentuating that a yearly assessment must only be a synopsis and summary of the discussions detained between the manager and the employee throughout the whole process.

3) The balance of competence is feasible and useful for successful implementation of the management of competence (Table 3)

Questions	Employee's answers	
The degree of conditions of feasibility is positively related to the use of the balance of competence	32 (yes)	80% (yes)

Table. 3: Feasibility of the Balance of competence

I should mention firstly that this question was designated only for senior and middle managers since it is a technical issue, I mean that eight workers never answered to this question, so I can affirm that all organizations agree that the degree of conditions of practicability and feasibility is positively correlated to the employ of the balance of competence. According to the managers of these 10 Tunisian organisations, the balance

of competence or skills assessment is so important. It is required to develop and enhance the competitiveness of the organizations. According to these managers, the main objectives of the balance of competence or skills assessment are :

- Analyzing attitudes and aptitudes, individual and professional qualifications, motivations;
- Organizing and arranging the main concerns of the organization
- Training and intensifying the career path of individuals
- Improve career management
- Defining or affirming a career plan and training program.

The approach includes three phases under the guidance of the provider. The balance of competence is an “abbreviation” of the past practice of employees. It is executed a firm specializing in human resources and recruitment. The employee will be sustained by an advisor to define what he would do and what he can do. The balance of competence is planned to permit employees to observe and inspect their proficient and individual skills and their capabilities and incentives to create a career plan with a proper and suitable training program.

According the explanation of all managers, the balance of competence is an essential and vital tool employed to implement effectively a management of competence system, but the success and the effectiveness cannot be realizable or

achievable only if the balance of competence satisfy the conditions of commitment and volunteering, clearness and confidentiality.

4) The process of management of competence is so important (Table 4)

Questions	Employee's answers	
The high level of competence is related necessary to the process that organization follow	40 (yes)	100% (yes)

-Table. 4: Importance of the process of management of competence

As it is showed and mentioned in the literature review, all managers and staff of Tunisian organization confirmed that the competence and the competitiveness of the organization need to follow a considerable process from recruitment until the departure of employees.

The effectiveness of the process of management of competence (recruitment, training and remuneration) is required to guarantee the improvement and the growth of the organization

The recruitment and selection are the most important mission and operation of the human resource department. The recruitment practice is the preliminary stage

concerning generating the viable and practicable power and potency. Recruitment process is a methodical practice from sourcing the applicants to placing. The general recruitment procedure that these 10 Tunisian organizations practice is as below:

- Making out the vacancy: The selection procedure start with the human resource managers getting requests for selection from any division of the organization. These include:

- Places and jobs to be packed:

- How many employees
- Requirement to be performed
- Qualifications required

- Arranging and preparing the job description and individual requirements.

-Placing and raising the origins of needed number and kind of employees (Advertising, announcement).

The basic objective of recruitment is to create and engender a talent team of applicants to allow the choice of best applicants for the group and to pick the right and appropriate applicants to fill many positions. Recruitment is a positive process. The asked managers explained in the survey questions that recruitment and selection are different but they are complementary. Recruitment is hopeful to cheer more and more employees to apply

where selection is a negative method as it entails elimination of the incongruous and incompatible candidates. Recruitment is focusing on beating the origins of human resources but selection is focusing on choosing the most appropriate candidate through several tests. Moreover, There is no indenture of recruitment established in recruitment whereas selection consequences in a bond of service between the employer and the employee.

The second important step after recruitment is the training of the employees. According to the majority of managers, in these 10 Tunisian organizations the demand for training in the organization rises when the organization likes: - To employ new worker – training as a ways of training new human resources

- To enlarge – When the company wants to augment its headcount
- To amplify certain number of employees (in position) by a certain date
- To improve the performance of staff

The demand for training also enhances when there is modify in the kind of job, alter in taste of consumer, change in ways and means of product development etc. The Tunisian organizations as other developing organization go throughout the following stages:

- Defining training requirements
- Selecting applicants or participants
- Identifying prospect from the program
- Examining Trainee's development

The third step of management of competence is so vital since employee need to be well remunerated in order to enhance their commitment and productivity.

The remuneration system in Tunisian organizations is compatible and flexible with the purchasing power of the country. Although the remuneration in the public organizations is low in comparison with the private organizations in Tunisia, employees are satisfied since they feel that they are more secured and protected. But, some employees are suffered from the slow rising of wages as well as the amount added. In Tunisia, the managers of human resources are restricted by the regulations and the norms organizing the level of remuneration. So, they cannot motivate people through rising wages. This is the difference between public and private sector where the wages is an important way to encourage people and to make them more competent. Actually, the government tries to approximate the level of remuneration of public employee to the private level and create ways to motivate people such offering loans and credit with facilitation, offering numeral and innumerable donations for the low-paid employees...etc.

5) The degree of the implementation of management of competence system in Tunisia

(Table 5)

Questions	Employee's answers	
The importance of the implementation of the management of competence system in Tunisia	40 (yes)	100% (yes)

-Table 5- The implementation of management of competence guarantee a smart future of Tunisia

According to the explanation of all reviewed Tunisian organizations, the purpose of the management of competence system is to assist improving and enhancing employees' performance and, eventually, the output and efficiency of the business. The success of this system that guarantees a smart future for Tunisia according to the majority of these organizations be supposed to integrate the following significant fundamentals:

-Efficient and reorganized Job Descriptions:

It has to be evidently and plainly illustrated by clarifying the employee's current responsibilities, obligations and performance views; clear definition of the job occupation, necessary talents and qualifications, objectives and targets, and must explain prospects and potentials for the employee's inter-relations.

The managers of Tunisian organizations affirm that now, during the political change after the revolution of citizens "Jasmin 14 January 2011", the job descriptions are so

important in this critical phase of change to built solid human resources that will be the motor of rapid growth of tomorrow and built the solid prospects of Tunisia.

-Performance procedures and principles:

First, all Tunisian organization, intensively now, establish performance values and norms that explain and illustrate what constitutes under-level, middle-level, and sup-level performance. They begin by defining the finest circumstances until attaining practical principles for determining performance.

Second, they establish and calculate the degree of expectations analyzed in the job description. This involves both objective and subjective system and process of evaluation and judgment. In a various cases, in both surveyed sectors, transportation and tourism, it's simple and painless to measure and estimate performance

- Survey or Training:

According to all reviewed Tunisian organizations, managers without good interpersonal skills and communication ability are frequently the negative point of their companies.

Because of that, every manager requires preparation, teaching and guidance to be able to communicate easily and perfectly.

- Strategy and Plan for perfection and progress:

These Tunisian organizations make a strategic verdict that the training for employees

reveals effective and efficient performance. Implementing a plan comporting guiding principles and policy that recap the period it be supposed to take an employee to advance and what stages will be taken when the employee trained be unsuccessful to be developed.

As Results, I showed in the previous answers and explanations of reviewed Tunisian organizations, the implementation of the management of competence is too important especially at this moment after the political change system and the revolution of young people to change Tunisia and guarantee a “place under the sun” during the difficult circumstances of micro and macro-environment. The management of competence was implemented with different ways in Tunisia. Nevertheless, it becomes now a premium necessity and it should be generalized in all sectors not only in the transportation and the tourism sectors. The implementation of the management of competence needs high qualified and skilled managers. So, it is the rule of government now to choose the appropriate and talented managers and encourage young talents to show their proficiencies and expertise. It is the time to change the limited system of promotion, rewards and compensation especially in the public organizations. It is the time to follow flexible and equal system of recruitment; it is the time to cut with the previous regime and built the New Tunisia.

#### **IV. Conclusion**

In this paper, the survey questions showed in the following annex is so useful. It assist me to combine and compare the previous literature with the reality of Tunisian organizations concerning the importance to implement the management of competence in order to enhance and develop both, the individuals and the organizations to be more flexible with the sophisticated environment characterized by the rapid and uncertain political and socio-economic change like the actual situation in Tunisia during the revolution of 2011.

Tunisian economy is usually among the best in Africa in spite of all crises and problems that happened before because of the talented human resources. Training and development of the human resources is the first matter and policy of Tunisian government, And after the revolution of “Jasmin January 2011” the innovation of new system and process of management of competence is urgently demanded in this period to conserve the old image of Tunisian economy and to be more effective and perfect in the future that Im sure that it will be more smart than before because the revolution usually create and built the evolution and the progress.

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Annexe:

-Survey questions model for reviewed Tunisian organizations

## Survey Questions



TRABELSI Lassaad Ben Nouri- Master in Management of Development

KDI school: Korea Development Institute-Seoul-South Korea

This survey is confidential and it will be used only for academic purpose

e-mail: [trabelsi\\_lassaad@yahoo.fr](mailto:trabelsi_lassaad@yahoo.fr)

Topic of Thesis: Management of Competence

### Identification of the organization

Company name:
Legal Form:
Head office:
Turnover:
Inception date:
Strength:

### Identification the person asked:

Age	
Gender	
Title	
Seniority	
Level of education	
Previous positions	

### Questions:

I.Did you Know what mean Management of competences ? Yes....or No...?

If yes,, What is Management of competence?

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II. Did you implement this system in your organization? If Yes, What are the fundamental issues that make your organization implement obligatory the management of competence?

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2/.....  
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3/.....  
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III. In your opinion what is or what are, briefly, the other issues that can you add?

1/.....  
.....2/.....  
.....3/.....  
.....4/.....  
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IV. What is (are) the main instrument(s) that your organization use to implement the management of competence?

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V. If you use the Balance of Competence, What are its utility and its conditions of feasibility?

1/Utility?.....  
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2/ Conditions of feasibility? .....  
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VI. Can you, briefly, explain the process that your organization follow to implement the management of competence?

1/ Recruitment by selection or by skills? Justify your answer.

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2/ Compensation and motivation?( what about skills)

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3/ Evaluation of Employees?( what about skills)

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4/ Training of Employees?(what about skills)

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6/To be effective, should leaders transform his followers into Leaders? Yes or No

Justify your answer: .....

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What are your objectives or goals that your organization wishes achieve in future?

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VII. Is it easy to realize these goals? If not, what are the kinds of difficulties?

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VIII Have you another notice or information to add?

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Thank you very much