

The Contribution of Competence Management to Human Resources Performance: A Survey of the Opinions of Employees at Mobilis, Laghouat Agency**CHEKNANE Mohammed^{1♦}, RINOUBA Lakhdar²**¹ Amar Telidji -Laghouat University (Algeria), m.cheknane@lagh-univ.dz² Center for Islamic and Civilization -Laghouat University (Algeria), l.rainouba@crsic.dz**Received: 22/02/2025****Accepted: 24/04/2025****Published: 25/05/2025****Abstract:**

This research aims to clarify the impact of competency management on human resource performance within organizational settings. Specifically, the study focuses on Mobilis in Laghouat province, employing a field study methodology on a cohort of 32 employees. Data from the survey were analyzed using the SPSS V26 software to present findings and evaluate the proposed hypotheses.

The results indicate a statistically significant influence of competency management on the performance of human resources in the targeted organization

Keywords: Competency Management, Human Resource Performance, Mobilis.**JEL Classification:** M12, M15.

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1. Introduction:

Human competencies represent a crucial and foundational asset within any organization. In today's competitive landscape, it is imperative for organizations to manage, frame, develop, and enhance these competencies to not only survive but thrive and accomplish their objectives. Mobilis, a prominent player in the service sector, is dedicated to broadening its customer base and augmenting its sales figures.

Achieving these goals necessitates a concentrated effort on nurturing human competencies and fostering an optimal environment for performance enhancement. This includes implementing strategic policies in managing human competencies, spanning recruitment, development, evaluation, and motivation. Such efforts are designed to retain existing customers, attract new ones, and ultimately fulfill the ambitions of both its human resources and the organization at large.

1.1 Study Problem:

Arising from the contextual backdrop, the central question of this study is: To what extent does the management of human competencies influence the performance of human resources at the Mobilis institution in Laghouat? This primary question is further dissected into several sub-questions:

- What is the current state of competency management at the Mobilis institution in Laghouat?
- What is the level of human resource performance at the Mobilis institution in Laghouat?
- Is there a statistically significant impact of competency management on human resource performance at the studied institution?

1.2 Study Hypotheses:

In response to the aforementioned problem, the study articulates the main hypothesis: "Competency management significantly affects human resource performance at the Mobilis institution in Laghouat at a 5% significance level." This hypothesis is subdivided into the following specific sub-hypotheses, each exploring the effect of a different dimension of human competency management on human resource performance:

- Sub-Hypothesis One: "Recruitment significantly affects human resource performance at the Mobilis institution in Laghouat at the 5% level."
- Sub-Hypothesis Two: "Development significantly affects human resource performance at the Mobilis institution in Laghouat at the 5% level."
- Sub-Hypothesis Three: "Evaluation significantly affects human resource performance at the Mobilis institution in Laghouat at the 5% level."
- Sub-Hypothesis Four: "Motivation significantly affects human resource performance at the Mobilis institution in Laghouat at the 5% level."

1.3 Study Significance:

The significance of this study lies in its aim to enhance the overall organizational performance by improving its most strategic asset, human resources. The dimensions of human competency management play a pivotal role in identifying and implementing methods to elevate human resource performance.

This exploration seeks to deepen the understanding of the relationship between competency management and human resource performance, potentially guiding the organization in question to better manage and develop its human resources.

1.4 Study Methodology:

This study employs a descriptive-analytical approach, which is well-suited to the nature of this research. The descriptive method elucidates the theoretical frameworks pertaining to the independent variable (competency management) and the dependent variable (human resource performance). Concurrently, the analytical method examines the practical impact between these variables.

Data collection, analysis, and processing were conducted using the SPSS V26 software, with questionnaires serving as the primary statistical tool. The reliability and validity of the research instrument were assessed using Cronbach's alpha coefficient, while mean and standard deviations described the characteristics of the study sample. The hypotheses were tested through simple linear regression models and determination coefficients.

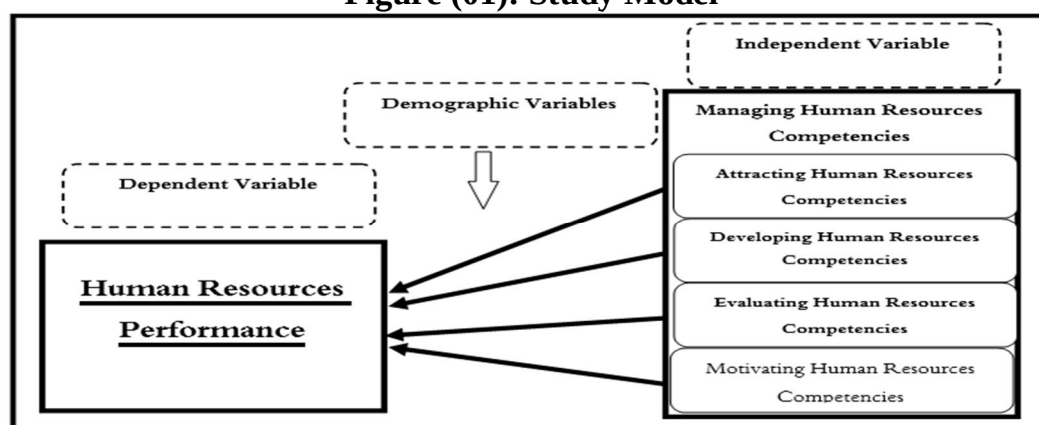
1.5 Study Limitations:

This study was bound by certain constraints, including spatial limitations, as it was exclusively conducted at the Mobilis institution in Laghouat. Temporally, the research was confined to the month of April 2024, which sets a specific timeframe for the data collection and analysis.

1.6 Study Model:

The study's framework comprises an independent variable, human competency management, encompassing dimensions such as recruitment, development, evaluation, and motivation. The dependent variable is human resource performance. To visually depict the interactions between these variables, the study employs the following model:

Figure (01): Study Model



Source: Developed by the researchers, drawing on insights from prior studies.

2. Theoretical Framework for the Study:

This segment delineates the theoretical underpinnings relevant to the study, focusing on the management of human resources (independent variable) and the performance of these resources (dependent variable).

2.1 Human Competency Management: Human competencies are pivotal in enabling organizations to attain their strategic objectives. As such, considerable emphasis has been placed on human competency management, which has become essential for enhancing the effective utilization, continuous development, and motivation of human resources.

2.1.1 Definition of Human Competency Management: Human Competency Management is comprehensively defined as "the design, implementation, and monitoring of business policies and strategic plans aimed at proactively addressing the human resource needs of an organization to align with its strategic objectives." (Chouchan, 2018, p. 43)

Martine le Boulaire and Didier Retour elaborate on this concept by describing it as "a suite of actions and tools that empower an organization to acquire and augment the competencies required presently and in the future, both individually and collectively. This encompasses the organization's mission, objectives, strategies, structure, technological means, and cultural practices." (Raki, 2018, p. 18) Additionally, S.Michel & M.Leder articulate competency management as follows: (Soulah, 2010, p. 49)

- Describing competencies pertinent to both current and prospective roles within the organization;
- Analyzing the competencies that individuals currently possess;
- Comparing competencies to make informed decision-making;
- Preparing the competencies necessary for effective management.

These activities are part of a broader strategy to acquire, maintain, and develop competencies through training and motivational programs, providing suitable working conditions to facilitate and guide employees towards achieving the organization's strategic objectives. (Tei, Bali, & Ben Omar, 2021, p. 25).

Based on the aforementioned, competency management can be defined as the procedures, plans, and activities aimed at acquiring and providing the necessary competencies while ensuring suitable working conditions in order to achieve the organization's objectives.

2.1.2 Objectives of Human Competency Management: The management of human competencies plays a critical role in distinguishing organizations. Its objectives are designed to:

- Establish scientific foundations for attracting and recruiting human competencies that align with and fulfill the organization's strategic goals;
- Assess and forecast workforce needs, determining current requirements and anticipating future needs to support the organization's strategy;
- Ensure optimal distribution of competencies, matching human resources with their respective roles effectively;
- Enhance competencies through ongoing training and educational initiatives;
- Evaluate performance of competencies to guide improvement and establish effective motivational systems;
- Foster a strong organizational culture of affiliation, enhancing loyalty and strengthening the sense of belonging;
- Boost opportunities for creativity and innovation, reducing the costs associated with external competency acquisition;
- Monitor and support career progression within the organization, thereby enhancing the social climate and organizational cohesion. (Taj and Darwich, 2013, p. 43)

2.1.3 Stages of Human Competency Management: Human competency management unfolds through several critical stages:

- **Human Competency Planning:** This initial stage involves identifying and estimating the future needs for competencies, comparing these to the current competencies within the

organization. This planning is pivotal as it identifies competency gaps that the organization aims to fill, utilizing job descriptions that detail the necessary knowledge and behaviors. Predictive management techniques are employed to forecast future competency needs, setting the foundation for successful competency acquisition. Effective planning is essential for the overall success of the competency management process, as it facilitates the acquisition of skilled competencies that drive creativity and quality, ultimately contributing to a competitive advantage. (Tei, Bali, & Ben Omar, 2021, p. 25).

•**Attracting Human Talents:** Attraction in the context of human resources is the strategic process by which an organization endeavors to draw and encourage a wide pool of candidates to apply for positions within it, and simultaneously motivate current employees to stay. This approach provides the organization with a vast array of candidates, enabling it to select the most competent and productive individuals. The primary goal is to enhance the talent base of the organization by securing the most capable candidates who can contribute significantly to its objectives. (Tei, Bali, & Ben Omar, 2021, p. 26)

•**Developing Competencies:** Competency development is critical in human competency management due to its role in equipping individuals with the skills, knowledge, and behaviors necessary to meet both current and future job demands. This process involves building a modern cognitive system within the organization, enhancing existing skills, introducing new and diverse competencies, and modifying behavioral orientations to better adapt to changes in the work environment. (Chouchan, 2018, p. 62) Competency development also encompasses efforts by the organization to evolve and adapt to environmental changes, focusing on growth and sustainability while also recognizing the individual's role in self-enhancement through self-learning, and the influence of indirect factors such as organizational climate, career path management, and the reward system. (Ben Douma & Al-Eidani, 2020, p. 132)

•**Training Human Competencies:** Training represents a series of administrative and organizational efforts aimed at ensuring continuity and facilitating skill, knowledge, and behavioral adaptations in employees to meet the evolving demands of their roles. This process is designed to equip individuals with the capabilities needed to achieve the organization's goals. Training not only provides new skills, information, and experiences but also enhances behavioral attitudes and patterns, thereby improving individual performance and, consequently, the overall performance of the organization. (Ammari, 2018, p. 79; Hamdi, 2013, p. 219; Sahraoui, 2016, p. 136)

•**Evaluating Human Competencies:** The evaluation phase in competency management is critical, as it enables managers to identify the strengths and weaknesses of their workforce. This continuous assessment occurs during various organizational activities such as recruitment, promotion, reorganization, and classification, as well as through training programs aimed at employee development.

The evaluation process employs a variety of managerial tools and techniques, including cognitive, mental, and psychological tests, as well as performance evaluations, to ensure that these assessments are methodically structured and institutionalized at different organizational levels by professionals. These assessments aim to gauge capacities, skills, and qualifications, ensuring alignment and equivalence between performance and organizational objectives, and providing definitive judgments based on performance metrics and analysis regarding operational effectiveness. (Bouznag, 2020, p. 34; Raki, 2018, p. 26; Chouchan, 2018, p. 66; Zaraa & Bourhli, 2019, p. 389)

Evaluation activities include:

- Evaluating outcomes and performance;
- Analyzing an individual's definition of their position within a job role;

- Assessing how an employee achieves results and performs;
- Evaluating an employee's potential and capabilities.

• **Motivating Human Competencies:** Motivation within the context of human resources is a targeted approach designed to enhance employee competencies, which in turn positively impacts their productivity both quantitatively and qualitatively. This improvement supports the achievement of both the organization's goals and those of its employees.

Motivation serves as an external catalyst that encourages individuals to exert maximum effort in their roles. Effective management involves selecting the most appropriate motivational methods while considering individual differences among employees. Motivational strategies include:

- **Material incentives:** such as salary increases, bonuses, financial grants, and profit sharing.
- **Moral incentives:** including appropriate job placement, job security, training opportunities, and promotion.
- **Realistic incentives:** such as comfortable working conditions, flexible working hours, and favorable workplace locations. (Ziani & Kroum, 2018, p. 820)

• **Human Resource Performance:** Human resource performance encapsulates the capability of individuals within an organization to effectively and efficiently achieve predefined objectives utilizing their skills and the resources at their disposal. This concept has been extensively defined in the literature as follows:

- According to Rawiya (2001, p. 233), human resources are "the degree to which an individual accomplishes the tasks that comprise their job role."
- Al-Salmi (1998, p. 267) describes it as "the result obtained in any field of work due to the physical and mental effort exerted by an individual in their work, such as the results achieved by individuals when performing a certain job, expressed in specific measurement units."
- Abida and Kwijel (2020, p. 499) define it as "the ability of human resources to achieve their objectives efficiently and effectively."
- Al-Dahla (2006, pp. 30-31) refers to it as "the process of interaction between a set of behaviors and significant achievements to accomplish the work."
- H. John (2007, p. 173) further elaborates, stating it is "the achievement of outputs through carrying out specific works or activities, according to a specific function over a set period, and performance can be measured from the outputs achieved through the interaction of effort, capabilities, and opportunities available."
- Lastly, Santos, Reis Neto, & Verwaal (2018, p. 355) describe it as "that mixture of behaviors and work-related outcomes issued by individuals that relate to achieving the outlined objectives."

Considering these perspectives, human resource performance may be comprehensively defined as those behaviors exhibited by individuals within their job roles aimed at accomplishing desired goals within a specified timeframe.

The performance of employees can be assessed through several metrics, as noted by Bourogaa and Rezin (2020, pp. 951-952):

• **Amount of Effort Expended:** This metric assesses the physical or mental energy an individual invests in their work over a specific period, including the speed of work performance.

- **Quality of Effort Expended:** This relates to the level of quality in work execution and the degree to which the effort adheres to certain quality standards, particularly in roles where the focus is not on the quantity or speed of performance but on error-free execution and compliance with required specifications.

- **Performance Style:** This evaluates the manner in which work activities are conducted, for example, how solutions or decisions are derived for a specific issue.

- **Performance Rates:** This involves the evaluator enhancing an employee's productivity to determine their efficiency in terms of quality and quantity over a given period, achieved by comparing the completed work against a previously established standard.

Additional elements can also be included: (Asli, 2018, p. 145)

- **Knowledge of Job Requirements:** This encompasses a comprehensive understanding of general knowledge, technical and professional skills, and moral character relevant to the job and its associated fields.

- **Quality of Work:** Refers to an individual's depth of understanding of their role, encompassing their desire, skills, marketing acumen, and the capacity to organize and execute tasks flawlessly.

- **Quantity of Work:** Measures the volume of work an employee can complete under normal circumstances and the speed with which they achieve these tasks.

- **Persistence and Seriousness:** Gauges an employee's dedication and seriousness towards their duties, their ability to assume responsibility, complete tasks punctually, the level of guidance they require from supervisors, and their capability to evaluate the outcomes of their work.

2.1.4 Dimensions of Human Resource Performance:

It is possible to distinguish between three partial dimensions upon which human resource performance can be measured, as follows: (Abida and Kwijel, 2020, pp. 499-500)

- **Amount of Effort:** This dimension captures the physical or mental energy expended by an individual in their role over a specified period, including metrics that assess the speed or volume of performance, thus representing the quantitative aspect of expended energy.

- **Quality of Effort:** Concerns the accuracy and quality of work, focusing on the degree to which efforts align with specific quality standards. This dimension is crucial in roles where the quality and excellence of the effort are more significant than speed or volume, including various measures that evaluate production compliance with specifications, error-freeness, and the level of creativity and innovation.

- **Performance Style:** Examines the method or style of effort exertion in work activities, including how specific tasks are performed, whether through physical actions or intellectual processes such as decision-making, research, or report writing, especially pertinent in roles of a professional nature.

2.1.5 Determinants of Human Resource Performance:

Human resource performance is viewed as the result of the intertwined relationship between the following elements: (Bouhnik & Bouacha, 2015, p. 50)

- **Effort:** Reflects the physical and mental energies that an individual invests in performing their tasks, embodying the dynamic interplay between exertion and output.

- **Capabilities:** Refers to the set of personal attributes an individual utilizes to perform their job, emphasizing the intrinsic and acquired skills that facilitate job performance.

Additionally, the following determinants are incorporated into the analysis of human resource performance:

- **Role and Task Perception:** This refers to the individual's understanding and interpretation of the direction and focus required for their efforts within the workplace. It encompasses how employees perceive their roles and the specific tasks they are assigned.
- **Job Requirements:** These include all aspects related to the job such as duties, responsibilities, the tools and expectations set forth by the organization, as well as the methods and equipment utilized in the execution of these responsibilities.
- **Internal Organizational Environment:** This encompasses the characteristics of the organizational environment within the institution, including the prevailing climate, organizational structure, leadership styles, and the systems of incentives in place.

2.1.6 The Role of Human Competency Management in Improving Performance:

Human competency management serves as a crucial foundation for boosting human resource performance and achieving the strategic goals of an organization. It encompasses critical functions such as attracting skilled individuals, developing their capabilities, continuously evaluating their performance, and providing the necessary motivation to maintain high performance levels.

3. Methodology and Tools:

The study's methodology will be elaborated by discussing the community and sample involved, along with the tools utilized for data collection.

3.1 Study Population and Sample: The study targets employees from the Mobilis institution, a branch of Algeria Telecom and the premier mobile operator in Algeria, established in August 2003. Mobilis operates through 173 agencies nationwide and maintains over 82,965 indirect sales points along with more than 5000 coverage stations. The company is committed to delivering superior services to its customers, ensuring satisfaction and staying abreast of technological progress. (Mobilis, 2024) A random sample of employees at the Mobilis agency in Laghouat was selected, consisting of 32 individuals. A total of 45 questionnaires were distributed, with 32 successfully retrieved for inclusion in the study.

3.2 Statistical Methods: Data analysis and processing were conducted using the statistical software SPSS V26. The research tool's validity and reliability were measured using the Cronbach's alpha coefficient. Additionally, mean scores and standard deviations were used to describe the characteristics of the study sample, and hypotheses were tested employing simple linear regression and determination coefficients.

3.3 Study Tool:

The questionnaire was chosen as the primary method for data collection within the study. It is structured into three main axes:

- **First Axis:** This section gathers personal information about the surveyed employees and consists of five questions covering gender, age, educational level, current position, and years of work experience.
- **Second Axis:** This part of the questionnaire addresses the independent variable of human competency management. It is divided into four segments:
 - Attracting human competencies (items 1 to 5)
 - Developing human competencies (items 6 to 10)
 - Evaluating human competencies (items 11 to 17)
 - Motivating human competencies (items 18 to 22)

•**Third Axis:** This section pertains to the dependent variable, human resource performance, and includes items from 23 to 33. The responses are assessed using a five-point Likert scale where 1 indicates 'strongly agree', 2 'agree', 3 'neutral', 4 'disagree', and 5 'strongly disagree'. The scale range is categorized as follows:

- 1 to 1.8 indicates 'strongly disagree'
- 1.8 to 2.6 indicates 'disagree'
- 2.6 to 3.4 indicates 'neutral'
- 3.4 to 4.2 indicates 'agree'
- 4.2 to 5 indicates 'strongly agree'

4. Results and Discussion:

4.1 Questionnaire Reliability Test: The reliability of the questionnaire, which refers to its stability and internal consistency, was verified using the Cronbach's alpha coefficient. This statistical test, conducted with SPSS V26 software, measures how closely related a set of items are as a group. The results for each dimension of the study variables are presented in the following table:

Table (01): Cronbach's Alpha Values for Questionnaire Dimensions

Questionnaire Axes	Items	Cronbach's Alpha Coefficient
Attracting Human Competencies	01-05	0.852
Developing Human Competencies	06-10	0.824
Evaluating Human Competencies	11-17	0.820
Motivating Human Competencies	18-22	0.848
Human Competency Management Axis	1-22	0.942
Human Resource Performance Axis	23-33	0.887
Overall Questionnaire	1-33	0.957

Source: Prepared by the researchers based on outputs from (SPSS V26)

From the data in Table (01), the total Cronbach's alpha value of 0.957 demonstrates a high level of reliability, indicating that the questionnaire is a stable and consistent measurement tool. This stability confirms that if the questionnaire were to be redistributed to the same sample under similar conditions, it would likely yield comparable results. Therefore, the questionnaire can be considered reliable for measuring the studied variables, providing consistent results over time, and its findings can potentially be generalized to represent the entire employee population at the Mobilis institution in Laghouat.

4.2 Analysis of Study Results: The data analysis from the field study is divided into two primary sections: initially, it outlines the personal characteristics of the study sample; subsequently, it delves into an in-depth exploration of the respondents' perceptions across various study dimensions and variables.

4.2.1 Characteristics of the Study Sample:

Table (02): Characteristics of the Sample

Variable	Category	Frequency	Percentage (%)
Gender	Male	26	81.2
	Female	6	18.8
Age	Less than 30 years	5	15.6
	Between 30 years - 49 years	24	75
	50 years and above	3	9.4
Educational Level	Secondary or less	5	15.6
	University	24	75
	Postgraduate	3	9.4
Current Position	Operational staff	11	34.4

Years of Work	Control staff	2	6.2
	Executive	19	59.4
	Less than 5 years	7	21.9
	Between 5 years – 9 years	5	15.6
	Between 10 years - 19 years	19	59.4
	20 years and above	1	3.1

Source: Prepared by the researchers based on outputs from (SPSS V26)

The sample comprises 32 individuals, categorized according to personal data as follows: The analysis reveals that males represent 81.2% of the sample, while females account for 18.8%, illustrating a male predominance due to task distribution within the institution.

Females are generally found in administrative roles, whereas males are prevalent in both administrative and technical capacities, which include on-site tasks, thereby rendering these positions less appealing to females. Furthermore, the results show that the most represented age group within the institution ranges from 30 to 49 years, comprising 75% of the sample.

This suggests a substantial presence of a younger demographic, noted for its vigor and expertise. In terms of educational attainment, 75% of the sample holds a university degree, mirroring the institution's strategy to recruit young, highly educated talent. Regarding professional positions, the executive role is the most common, occupied by 59.4% of the respondents, indicating the institution's emphasis on recruiting highly qualified individuals for leadership roles.

In terms of professional experience, the category of employees with 10 to 19 years of experience is the most represented, accounting for 59.4% of the sample. This highlights the institution's reliance on seasoned professionals who are well-acquainted with its policies and operational conditions.

4.2.2 Directions of Sample Responses on Study Axes: The results regarding the perceptions of the study sample will be discussed.

Table (03): Direction of Sample Responses for Study Variable Dimensions

Dimensions	Number of Items	Mean	Standard Deviation	Rank	Response Direction
Attracting Human Competencies	05	3.87	0.753	2	Agree
Developing Human Competencies	05	4.14	0.623	1	Agree
Evaluating Human Competencies	07	3.77	0.626	3	Agree
Motivating Human Competencies	05	3.67	0.786	4	Agree
Managing Human Competencies	22	3.86	0.622		Agree
Human Resource Performance	11	4.03	0.550		Agree

Source: Prepared by the researchers based on outputs from (SPSS V26)

Results from Table (03) reveal that Developing Human Competencies is regarded as most crucial among the study sample, with a mean response of 4.14 and a standard deviation of 0.623, reflecting a consensus among employees on the institution's emphasis on this facet. Attracting Human Competencies is considered the second most significant, evidenced by a mean of 3.87 and a standard deviation of 0.753, which also underscores agreement on the importance of this dimension.

Evaluating Human Competencies is ranked third with a mean of 3.77 and a standard

deviation of 0.626, followed by Motivating Human Competencies at fourth with a mean of 3.67 and a standard deviation of 0.786, indicating varied levels of focus recognized by employees in these areas. For the Human Resource Performance axis, the mean response of the sample was 4.03 with a standard deviation of 0.550, demonstrating a collective affirmation of the institution's focus on enhancing human resource performance.

4.3 Testing and Analyzing Study Hypotheses: This section is dedicated to the testing of the hypotheses, which includes a primary hypothesis subdivided into secondary hypotheses, employing the necessary statistical tests. The null hypothesis (H_0) is accepted if the significance value is greater than (0.05), and rejected if it is less than (0.05).

4.3.1 Testing the First Sub-hypothesis:

H_0 : There is no statistically significant effect at the 5% significance level on the attraction of human resources and their performance at the Mobilis institution in Laghouat.

H_1 : There is a statistically significant effect at the 5% significance level on the attraction of human resources and their performance at the Mobilis institution in Laghouat.

Table (04): Determination Coefficient for the First Sub-hypothesis

Model	Correlation Coefficient (R)	Determination Coefficient (R^2)	Adjusted Determination Coefficient	Estimated Error
1	0.676 ^a	0.457	0.439	0.40806

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (04), the correlation coefficient (R) of 0.676 indicates an acceptable positive correlation between the attraction and performance of human resources. The determination coefficient (R^2) is 0.457, implying that 45.7% of the variance in the attraction of human resources explains the variance in human resource performance, with the remaining 54.3% explained by other factors.

Table (05): Simple Linear Regression Model for the Attraction of Human Resources and Their Performance at Mobilis Institution in Laghouat

Model	B	Std.Error	Beta	T Calculated	Significance Level	F Calculated	Significance Level
(Constant)	2.136	0.383		5.571	0.000	25.235	0.000 ^b
Attracting Human Resources	0.489	0.097	0.676	5.023	0.000		

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (05), we observe that the calculated F value is 25.235, which exceeds the critical value from the corresponding F distribution table, and the significance level is below 0.05, thereby confirming the statistical significance of the model. The T-test results further substantiate a statistically significant relationship, with a significance level below 0.05, leading to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1). This indicates a statistically significant impact at the 5% significance level on the attraction and performance of human resources at the Mobilis institution in Laghouat.

The simple linear regression equation for the first sub-hypothesis is articulated as follows: Simple Linear Regression Equation for the First Sub-hypothesis:

$$Y = 2.136 + 0.489 X$$

$$\text{Human Resource Performance} = 2.136 + 0.489 \text{ Attracting Human Resources}$$

4.3.2 Testing the Second Sub-hypothesis:

H₀: There is no statistically significant effect at the 5% significance level on the development of human resources and their performance at the Mobilis institution in Laghouat.

H₁: There is a statistically significant effect at the 5% significance level on the development of human resources and their performance at the Mobilis institution in Laghouat.

Table (06): Determination Coefficient for the Second Sub-hypothesis

Model	Correlation Coefficient (R)	Determination Coefficient (R ²)	Adjusted Determination Coefficient	Estimated Error
1	0.641 ^a	0.411	0.392	0.42481

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (06), the correlation coefficient R of (0.641) suggests a direct and acceptable correlation between the development of human resources and their performance.

The determination coefficient R² of (0.411) implies that 41.1% of the variance in the development of human resources is accountable for the variance in their performance, with the remaining 58.9% attributable to other factors.

Table (07): Simple Linear Regression Model for the Development of Human Resources and Their Performance at Mobilis Institution in Laghouat

Model	B	Std.Error	Beta	T Calculated	Significance Level	F Calculated	Significance Level
(Constant)	1.709	0.512		3.336	0.002	20.964	0.000 ^b
Development of Human Resources	0.561	0.122	0.641	4.579	0.000		

Source: Prepared by the researchers based on outputs from (SPSS V26)

The results from Table (07) demonstrate that the calculated F value is 20.964, which is greater than its critical table value, with a significance level below 0.05, thus validating the model's statistical significance. The T-test results also confirm a statistically significant relationship, as the significance level is below 0.05. Consequently, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted, demonstrating a statistically significant effect at the 5% significance level on the development of human resources and their performance at the Mobilis institution in Laghouat.

The simple linear regression equation for the second sub-hypothesis is as follows:

$$Y = 1.709 + 0.561 X$$

$$\text{Human Resource Performance} = 1.709 + 0.561 \text{ Human Resource Development}$$

4.3.3 Testing the Third Sub-hypothesis:

H₀: There is no statistically significant effect at the 5% significance level on the evaluation of human resources and their performance at the Mobilis institution in Laghouat.

H₁: There is a statistically significant effect at the 5% significance level on the evaluation of human resources and their performance at the Mobilis institution in Laghouat.

Table (08): Determination Coefficient for the Third Sub-hypothesis

Model	Correlation Coefficient (R)	Determination Coefficient (R ²)	Adjusted Determination Coefficient	Estimated Error
1	0.798 ^a	0.637	0.625	0.33352

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (08), the correlation coefficient R (0.798) signifies a robust direct correlation between the evaluation of human resources and their performance. The determination coefficient R² (0.637) clarifies that 63.7% of the variance in the evaluation of human resources is responsible for the variance in their performance, while the remaining 36.3% is accounted for by other factors.

Table (09): Simple Linear Regression Model for the Evaluation of Human Resources and Their Performance at Mobilis Institution in Laghouat

Model	B	Std.Error	Beta	T Calculated	Significance Level	F Calculated	Significance Level
(Constant)	1.409	0.366		3.855	0.001	52.683	0.000 ^b
Evaluation of Human Resources	0.694	0.096	0.798	7.258	0.000		

Source: Prepared by the researchers based on outputs from (SPSS V26)

Results from Table (09) demonstrate that the calculated F value is 52.683, significantly exceeding its critical table value, with a significance level below 0.05, indicating that the model is statistically significant. The T-test also indicates a statistically significant relationship, with a significance level below 0.05, leading to the rejection of the null hypothesis (H₀) and the acceptance of the alternative hypothesis (H₁). This confirms a statistically significant impact at the 5% significance level on the evaluation of human resources and their performance at Mobilis institution in Laghouat.

The simple linear regression equation for the third sub-hypothesis is as follows:

$$Y = 1.409 + 0.694 X$$

$$\text{Human Resource Performance} = 1.409 + 0.694 \text{ Human Resource Evaluation}$$

4.3.4 Testing the Fourth Sub-hypothesis

H₀: There is no statistically significant effect at the significance level (5%) for the motivation of human resources and their performance at Mobilis Institution in Laghouat.

H₁: There is a statistically significant effect at the significance level (5%) for the motivation of human resources and their performance at Mobilis Institution in Laghouat.

Table (10): Determination Coefficient for the Fourth Sub-hypothesis

Model	Correlation Coefficient (R)	Determination Coefficient (R ²)	Adjusted Determination Coefficient	Estimated Error
1	0.794 ^a	0.630	0.617	0.33688

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (10), the correlation coefficient R (0.794) suggests a favorable positive correlation between motivating human resources and their performance. The determination coefficient R² (0.630) indicates that 63% of the variance in motivating human resources explains the variance in their performance, with the remaining 37% attributable to other factors.

Table (11): Simple Linear Regression Model for Motivating Human Resources and Their Performance at Mobilis Institution in Laghouat

Model	B	Std.Error	Beta	T Calculated	Significance Level	F Calculated	Significance Level
(Constant)	2.012	0.289		6.973	0.000	51.043	0.000 ^b
Motivating Human Resources	0.550	0.077	0.794	7.114	0.000		

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (11), we note that the calculated F value is 51.043, substantially higher than its critical table value, with a significance level below 0.05, confirming the statistical significance of the model.

The T-test results further indicate a statistically significant relationship, with a significance level below 0.05. Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, denoting a statistically significant effect at the 5% significance level on motivating human resources and their performance at Mobilis institution in Laghouat.

The simple linear regression equation for the third sub-hypothesis is as follows:

$$Y = 2.012 + 0.550 X$$

$$\text{Human Resource Performance} = 2.012 + 0.550 \text{ Motivating Human Resources}$$

4.3.5 Testing the Main Hypothesis:

H₀: There is no statistically significant effect at the 5% significance level on managing human competencies and their performance at the Mobilis institution in Laghouat.

H₁: There is a statistically significant effect at the 5% significance level on managing human competencies and their performance at the Mobilis institution in Laghouat.

Table (12): Determination Coefficient for the Main Hypothesis

Model	Correlation Coefficient (R)	Determination Coefficient (R ²)	Adjusted Determination Coefficient	Estimated Error
1	0.817 ^a	0.668	0.657	0.31891

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (12), the correlation coefficient R (0.817) demonstrates a robust direct correlation between managing human competencies and their performance. The determination coefficient R² (0.668) conveys that 66.8% of the variance in managing human competencies is responsible for the variance in their performance, with the remaining 33.2% explained by other variables.

Table (13): Simple Linear Regression Model for Managing Human Competencies and Their Performance at Mobilis Institution in Laghouat

Model	B	Std.Error	Beta	T Calculated	Significance Level	F Calculated	Significance Level
(Constant)	1.262	0.360		3.502	0.001	60.432	0.000 ^b
Managing Human Competencies	0.716	0.092	0.817	7.774	0.000		

Source: Prepared by the researchers based on outputs from (SPSS V26)

From Table (13), it is noted that the calculated F value of 60.432 significantly exceeds

its critical table value, with a significance level below 0.05, affirming the statistical significance of the model. The T-test also indicates a statistically significant relationship, with a significance level below 0.05.

Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, substantiating a statistically significant impact at the 5% significance level on managing human competencies and their performance at Mobilis institution in Laghouat.

The simple linear regression equation for the third sub-hypothesis is as follows:

$$Y = 1.262 + 0.716 X$$

$$\text{Human Resource Performance} = 1.262 + 0.716 \text{ Managing Human Competencies}$$

This concludes the hypothesis testing for the study, uncovering significant statistical impacts of various dimensions of managing human competencies on human resource performance at the studied institution. The results validate significant effects for each dimension of human competency management individually, as well as for the overall management of human competencies on human resource performance at Mobilis institution in Laghouat.

5. Conclusion:

Through our exploration of the role of human competency management in enhancing human resource performance, it is evident that managing human competencies plays a crucial and fundamental role. This enhancement is achieved by focusing on the development of individual skills and capabilities of human resources, enabling them to reach higher levels of performance.

Furthermore, investing in human competencies can contribute to creating a motivating and attractive work environment for employees. Consequently, it has become essential for organizations to focus on developing strategies to manage their human competencies effectively, ensuring they achieve their objectives and those of their human resources, particularly in the face of rapid changes and transformations in the labor market.

Key Findings from the study include:

- Managing human competencies involves the strategic implementation of procedures, plans, and activities designed to attract essential competencies and develop them, coupled with fostering a conducive work environment, all aimed at achieving the organization's objectives efficiently and effectively.
- Human resource performance is defined as the behaviors exhibited by individuals within their job roles that contribute to achieving the desired organizational goals during a specified period.
- The importance of managing human competencies in enhancing human resource performance and achieving the strategic objectives of organizations cannot be overstated. This management focuses on recruiting the right competencies, developing them through ongoing training, motivating employees to boost their productivity, and carrying out continuous and periodic evaluations to identify strengths and areas for improvement.
- Consensus among study variables showed unified directions of opinions, reflecting the prevailing sentiment among human resources at the study site.
- Acceptance of the main hypothesis that there is a statistically significant effect at the 5% significance level for managing human competencies and their performance at Mobilis institution in Laghouat.

- Acceptance of the first sub-hypothesis that there is a statistically significant effect at the 5% significance level for attracting human competencies and their performance at Mobilis institution in Laghouat.
- Acceptance of the second sub-hypothesis that there is a statistically significant effect at the 5% significance level for developing human competencies and their performance at Mobilis institution in Laghouat.
- Acceptance of the third sub-hypothesis that there is a statistically significant effect at the 5% significance level for evaluating human competencies and their performance at Mobilis institution in Laghouat.
- Acceptance of the fourth sub-hypothesis that there is a statistically significant effect at the 5% significance level for motivating human competencies and their performance at Mobilis institution in Laghouat.

Based on the findings of the study, a set of recommendations have been identified, of which the most significant include:

- Enhancing strategies for attracting human competencies: Organizations should meticulously analyze their human resource needs and develop mechanisms to attract individuals with the requisite skills and experiences.
- Providing sustainable training and development programs: This involves designing continuous training programs aimed at enhancing the skills of human resources and fostering their development and growth in line with advancements in various business environments.
- Effectively motivating human resources: Institutions should implement a comprehensive incentive system that includes both material and moral motivations, which would elevate job satisfaction levels among employees and consequently enhance their productivity.
- Periodic evaluation of human resource performance levels: By developing regular and precise performance evaluation mechanisms to identify strengths to develop and weaknesses to address.
- Enhancing internal communication: By improving communication channels between management and employees to ensure clarity of the organization's goals.
- Emphasizing technology: By leveraging modern technologies to improve the management processes of human competencies.
- Providing a work environment that encourages creativity, innovation, and continuous learning: To enhance human performance and achieve organizational goals.
- Focusing on developing decision-makers within organizations: By investing in the development of leadership capabilities of employees to ensure the continuity of excellent performance and the long-term success of the organization.

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