
The contribution of the discretionary management of jobs and skills to achieve creativity in the organization: Case study of the hospital in El Abyad, Sidi Sheikh El Shaheed

"Djermani Mohamed"

Dr. Rebiha Kouadria*

Laboratory sustainable Development in the High Plateaus and Desert Areas

University Center Nour Bashir El Bayadh(Algeria)

r.kouadria@cu-elbayadh.dz

Received:29/01/2026

Accepted: 28/03/2026

Published: 31/05/2026

Abstract:

This study aimed to identify the contribution of the discretionary management of jobs and skills to achieve creativity in the organization, case study of the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed", to answer the study questions and hypotheses, we used the descriptive approach, the interview was used as a tool to collect data with some of the institution's specialized officials. One of the most important results reached is that the discretionary management of jobs and skills contributes to achieving creativity in the institution under study through skills-based training, and this was confirmed by the majority of the individuals surveyed, as for the variables of motivation and skills wages, it became clear that there is no interest in them for the purpose of innovation and providing creative ideas, but rather they are provided only for carrying out the tasks assigned to them.

Keywords: Skills; Discretionary management of jobs and skills; Creativity.

JEL Classification Codes : O15, O31.

. * Corresponding author

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

1. Introduction :

The world today is witnessing rapid changes and transformations, which has led to the transformation of institutions into knowledge-based institutions that place the human element as one of their primary concerns, due to the knowledge and skills that enable them to react quickly, be creative and excel, and thus ensure the survival and continuity of institutions in light of these transformations.

Given the increasing importance of human resources, institutions face significant challenges in managing them. This has led to the emergence of human resources management, which has been known by several names since its inception to this day. It was known as personnel management, then employee affairs management, and other names. This is due to the changes in the tasks performed by this function.

Therefore, institutions must put all their capabilities into acquiring highly skilled individuals, then develop and maintain these skills from competitors. To achieve this, they must draw up a preliminary plan or estimate the quantity and quality of skills they need to acquire. This is known as estimated discretionary management of jobs and skills. The latter aims to create a qualitative and quantitative balance of skills at the right time and place. It also contributes to making decisions related to skills, such as identifying, developing, and evaluating them.

* The problem addressed in the study:

In this study, we will try to answer the following problem: **How does discretionary management of jobs and skills contribute to achieving creativity in the hospital institution of El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed"?**

* Study questions:

- What is the concept of discretionary management of jobs and skills, and what are its dimensions? And what is the concept of creativity?
- What is the reality of discretionary management of jobs and skills? At the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed"?
- Is there a relationship between discretionary management of jobs and skills, and creativity? at the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed"?

* Study hypotheses:

In our attempt to answer the question posed, we can start from the following main hypothesis:

-The discretionary management of jobs and skills contributes to achieving creativity at the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed".

The main hypothesis can be verified by the following sub-hypotheses:

- First hypothesis:** Contributes Composition Skills-based in achieving creativity at the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed";
- **Second hypothesis :** Contributes wages Skills in achieving creativity at the hospital institution in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed";
- **Third hypothesis:** Contributes stimulating skills in achieving creativity at the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed";

*** Study objectives**

Through this study, we seek to achieve a number of objectives, the most important of which are:

- Defining some concepts related to human resource management (skills management, discretionary management of jobs and skills, creativity);
- To assess the reality of the estimated management of jobs and skills at the hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed";
- An attempt to reveal the contribution of discretionary management of operations and skills to achieving creativity, both theoretically and practically.

*** Study methodology**

in order to achieving goals comprehensive study and analysis of various its aspects we used the descriptive approach by collecting data from the study participants and its analysis.

2. The theoretical framework of the study

In this section, we will address the theoretical framework of the study, which consists of three elements. we will begin by discussing...we cover fundamental concepts of discretionary management of jobs and skills, then we address creativity, finally we will discuss the relationship between them.

2.1 Basic concepts regarding discretionary management of jobs and skills

The idea of discretionary management dates back to the 1960s, as discretionary management of jobs and skills it did not reach the current model and the foundations upon which it is based except after going through several stages and forms and being exposed to several transformations during successive periods of time. These developments are classified into four stages, which are represented in the discretionary management of individuals. This is followed by discretionary management of career life, then moving to discretionary management of jobs, and then the final stage, which is known as discretionary management of jobs and skills.

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

The latter appeared at the beginning of the eighties (1981). (Cécile Dejoux, 2005, p78), It is considered one of the contemporary forms of operational management, and it is a set of methods and practices that aim to quantitatively and qualitatively adapt the available human resources to the estimated needs of the organization. In other words, discretionary management of jobs and skills seeks in an estimated way to eliminate the deviation between what is available of human resources and what should be available of them in the future. (Ababsa, 2004, p. 35) Therefore, discretionary management of jobs and skills is the continuous forecasting in order to develop a coherent policy and action plan through: the anticipated and future outlook on the organization's human resource needs (acquiring skills in a timely manner). (Cristain, 2007, p04).

Therefore, discretionary management of jobs and skills is the process of estimating or predicting the future jobs of an organization and covering these jobs either by developing current employees or by acquiring them from the labor market.

And he plays discretionary management of jobs and skills is of paramount importance in organizations due to its role as a link between organizational strategy and human resources strategy. The importance of discretionary management of jobs and skills can be summarized in the following points. (Obeidat and Jajiq, 2013, p. 12):

- Contributing to creating alignment and adapting skills to new challenges and jobs;
- Defining the strategic directions of the organization and its future goals for 3 to 5 years;
- Identifying developments in the work environment and changes occurring in the organization's field of work, which may affect its skills;
- Preparing detailed plans about job positions at the level of the organization as a whole and at the level of each field.

And he does discretionary management of jobs and skills is based on the fundamental principle that discretionary management of jobs and skills distinguishes between a positional logic and a skills-based logic. The former indicates that the organization and management of an institution are based on an organizational structure (according to the hierarchy of positions). This type of representation is derived from Taylorism, which is based on the technical and social division of labor. Each position is defined by its assigned tasks, which are supposed to be specified in the position document (Fiche de poste). The individual occupying the position is assumed to possess the skills that enable them to perform the tasks related to that position, and they are paid according to their position classification. They are not expected to perform tasks outside their position, and if they possess skills that are not utilized in this position, they cannot have those skills valued except by changing positions. They cannot advance their career path unless they obtain a higher position that grants them freedom.

According to the skills-based logic, the organization of an institution is determined not by positions but by a set of specific employment types. Each specific employment type comprises a group of positions that share a common and similar end in terms of skill requirements. Specialized employment, according to CEREQ (Center for Studies and Research on Qualification), is defined as "the grouping of positions or work situations with common characteristics that can be occupied by the same individual." The concept of specialized employment is fundamental to the discretionary approach to jobs and skills management, and therefore, dealing with it requires understanding its various types. (Samah, 2008, pp. 45-53) Its most important types are (Bourouba, 2006, p. 24):

-Basic operation: It is of great importance to the organization because it is linked to the critical tasks and processes for implementing the strategy and achieving the expected goals. Therefore, it is characterized by the small number of positions it includes and the scarcity of skills it contains in the labor market.

- Operational protection: The content describes the skills (for tasks or activities) to meet future developments, at a specific unit level within the organization.

- Sensitive operation: It is a special operation that changes radically (quantitatively and qualitatively) according to organizational, technological developments and production goals.

In addition to this, discretionary management of jobs and skills cannot be developed without referring to the special operating concept that allows for the grouping of positions in the organization.

And it passes discretionary management of jobs and skills has several stages as shown in Figure (01), as its elements represent the basic concepts of discretionary management of operations and skills:

-Current human resources and current needs: the organization must have the human resources it needs in terms of quantity and quality, which must be adapted to its current needs, and can be obtained from two sources: the external source (the labor market) and the internal source (labor mobility).

-Future human resources: this can be predicted by studying the evolution of current resources and their changes according to age structure, working conditions, skill level compared to the environment, work safety level, social atmosphere, and working conditions. (Samah, 2008, p. 52);

-Future human resource needs: by looking at the strategic plans of investment projects, production goals, and everything that can be changed, the organization's needs for individuals and the optimal specifications it wants in order to achieve the goals set out in the strategic plan become clear. These needs represent the skills that must be acquired.

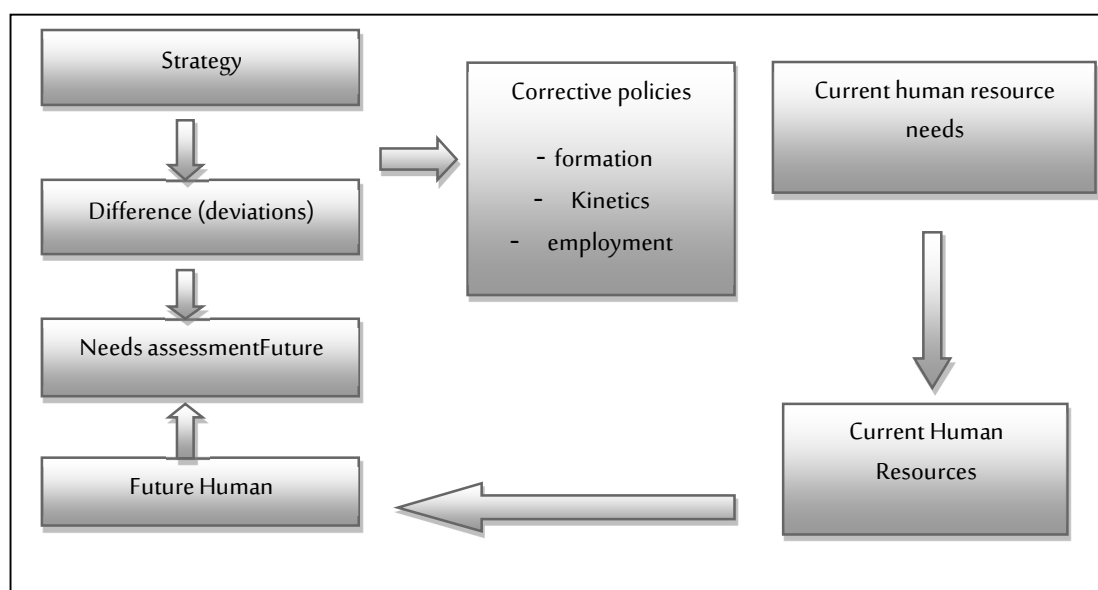
-Differences or deviations: at this stage, quantitative and qualitative differences are identified and measured through the results obtained by projecting human resources and predefined needs. (benhabib, 2004, p12) this

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

analysis results in a summary report of the discrepancies between future needs and the skills the organization is expected to provide. To facilitate this process, the organization must determine: the percentage of critical jobs whose content will change; the percentage of employees currently holding these jobs; the percentage of employees holding jobs where the required skill level will increase; the percentage of employees holding jobs where the required skill level will decrease; and the percentage of employees holding jobs that will require new skills in the future, at the same level as their current skills.(benhabib, 2004, p12).

- **Corrective policies:** By analyzing differences, an organization can develop corrective and preventative policies (such as setting employment policies for certain workers or reinstating others to their positions, and guiding training policies and facilitating employee mobility). Based on current human resource needs, the organization has a certain workforce available. As a result of various internal and external changes (mobility, departures), it can anticipate its future human resource needs. Furthermore, the organization plans for future skills requirements through strategic plans. By comparing these plans with anticipated future resources, differences in the number of individuals or the type of skills are identified, and the necessary actions are taken, such as training, transfers, or recruitment.(Samah, 2008, pp. 45-53).

Fig N° 1: Stages of estimated management of jobs and skills



Source: (Meignant, 2000, p. 121)

2.2 Creativity - Basic Concepts -

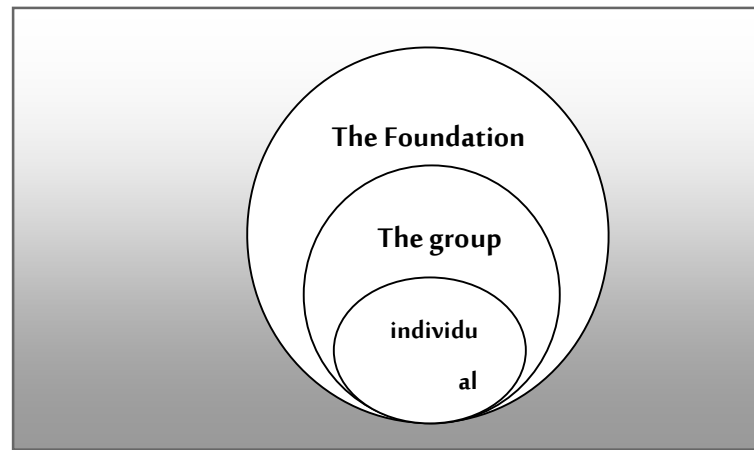
Views on the concept of creativity have varied because it is linked to personal aspects. Psychological, The behavioral and even social aspects of the individual. It is defined as "the desire to use the mind's capabilities in new applications to create and implement new ideas, processes, products, and services, whether at the individual or organizational level."(Al-Sayrafi, 2003, p. 11),It is defined as "the process of developing and implementing new ideas within organizations, and creativity is a broad term that begins with inventionThe original idea was

implemented in an unprecedented way.(Al-Bawaleez, 2000, p. 166), Creativity can be defined as the ability to generate and develop new and useful ideas for solving problems and seizing opportunities.(Robinson, 2004, p130) and introducing new combinations in the work, such as manufacturing a new product.(burmeister, 2002, p99).

Creativity is of paramount importance to an organization as it helps bring about positive changes and solve problems efficiently and effectively, leading to a competitive advantage. Furthermore, it can contribute to achieving the following objectives:(Mustafa, 2004, p. 260) It improves the quality of decisions made to address problems at the organizational or sectoral level; it helps reduce the time between product launches, thus contributing to the organization's competitive edge; it helps create and enhance a positive image of the organization among its customers; and it helps boost the organization's competitiveness.(thietard, 1996, p. 165), maybeCreativity also involves the transformation from one state to another, which is represented in the levels of creativity, as follows:

- ❖ **Creativity on an individual levelIndividual Creativity:** this focuses on the individual's innate characteristics such as intelligence and talent, and on acquired characteristics such as problem-solving, the individual's upbringing, and self-motivation.(Hariz, 2008, p. 11).
- ❖ **Creativity at the group levelGroup Creativity:** it is for the benefit of the group in which the individual is located. When the individual is the leader or president, his ideas or creations directly or indirectly affect all those around him or the subordinates who work with him, and here creativity is for the benefit of the group.
- ❖ **Creativity at the organizational levelOrganizational Creativity:** The result is management decisions, and that's why we find that a creative manager has the ability to think creatively, and is the one who allows his subordinates to demonstrate their skills or to contribute new ideas. This applies to decisions concerning the public interest of the organization.(Bouajja, 2008, p. 19) All of the above can be illustrated in the following figure:

Fig N° 2: Levels of creativity.



Source: (Bouajja, 2008, p. 19).

The creative process involves several stages, but researchers disagree on these stages. They are not rigid tools to be followed sequentially, but rather interconnected and interactive steps. Many researchers criticize the idea of stages, with some arguing that creativity can occur in a short period, while others believe the creative process can be reduced to a single stage: the moment of creation (emergence). However, the most common and widely accepted classification divides the stages of creativity into four: (Abu Al-Nasr, 2004, p. 114):

- **Preparation stage:** at this stage, all data and information related to the problem being prepared are collected and all its aspects are examined. Then the individual attempts to solve it by excluding some information. this requires several steps, which are: Diagnosing the problem: that is, perceiving what others do not perceive and seeing what others do not see, breaking down the problem, collecting new information that helps to obtain the solution, analyzing the information and creating new relationships.
- **Nursery stage:** at this stage, data and information interact in the creator's subconscious mind, and as a result of this interaction, innovations emerge. The creator then uses what is new in a solution to the existing problem. (Al-Lawzi, 1999, p. 293).
- **Idea crystallization stage:** at this stage, the mind tries to formulate ideas and solutions, and later the new thought appears in the form of a bright light that alerts the individual to the new idea, thus putting him in a state of discovery.
- **Idea validation phase:** at this stage, the validity of the idea that was developed in the previous stage is verified.

2.3. The relationship between discretionary management of jobs and skills and creativity

The development and growth of an organization depends largely on achieving creativity, and its progress is not achieved through attractive slogans or successive plans, but rather through effective management based on the skills it possesses. and he drew Initial plan to estimate the size of the skills that must get it depends on it in

terms of both quantity and quality. through discretionary management of operations and skills therefore creating a climate conducive to creativity, fostering a spirit of competition among employees, and increasing their willingness to embrace change thus, discretionary management of jobs and skills contributes to achieving creativity through a range of methods, including: (Mansouri, 2010, p. 55):

*** Relationship Composition Skills-based with creativity:** this type of training aims to instill specific behaviors and may rely on interviewing techniques, problem analysis, flexibility, and person-centered management. It is used by trainers and participants capable of observing skills. the participant group may consist of a group of facilitators whose task is to develop the same skills, such as decision-making ability, or a group of facilitators whose task is to develop different aspects. for example, some may focus on developing decision-making ability while others focus on developing flexibility. The skills development process through training includes four steps: (Madlas, 2007/2008, p. 65):

-Identifying training needs: it is the developmental needs are the set of knowledge and skills that are intended to be acquired, modified, or developed for the worker. They are determined based on the results of performance evaluation, as well as on the organization's directions and future goals. The process of developing skills according to needs takes three forms: remedial development; development of latent capabilities; and strategic development. (Madlas, 2007/2008, p. 65)

- Design training programs: after The institution determines its skills needs, which reflect the type of training it requires. It then chooses the training location and tools. This depends on its financial and training capabilities on the one hand, and on the result of its comparison between training locations and tools on the other. When designing training programs, the number of trainees, their academic level, the nature of their jobs, and the previous training programs they participated in should be taken into consideration. the training takes place inside or outside the institution.

- To implement training programs: whether the training program was either inside or outside the institution, and the Human Resources Management function supervised its implementation by setting the necessary timetable for implementation and daily follow-up of the program's progress in terms of preparing and arranging its location and ensuring the trainees' commitment to attending training sessions, as well as ensuring the smooth running of the training program and working on the integrity of communication between the trainers and the Human Resources Management in the institution, and between them and the trainees, and paying attention to the concerns and suggestions of each of them.

- Evaluation training program: it is considered evaluating the training program is the last step in the training process, and its purpose is to determine the extent to which the training objectives have been achieved.

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

Therefore, the results of the discretionary management of **jobs** and skills help the training function by clarifying the skills and behaviors that need to be developed and improved, and also clarify the number and type of skills required to achieve strategy. The institution, and on this basis, develops training programs. (Obeidat and Jajiq, 2013, p. 12) That is, identifying the formative needs. also composition skills-based education leads to the advancement of the individual's skill levels, until they reach the level of creativity, which is the highest level of skills. (Aishoush, 2012, p. 13).

*** Relationship Skills wages for creativity:** it is related wages based on skills which works to achieve creativity (Qabaili, 2012, p. 07):

-Wage related to the ability to control qualifications;

- Increase wages based on skills;
- Luck the promotion is significant;
- a plan wages encourage horizontal mobility.

And from on the other hand, as previously mentioned, the skills logic has led to a re-evaluation of human resource management practices, replacing the job title that played a central role for a period. The skills logic serves as a mechanism for promoting equality, as organizations operating under this logic often aim to rebalance the contribution/wage relationship. In other words, they aim to revise their compensation systems and move beyond the seniority-based system. It is no longer about paying based on position or job title, or paying all individuals in the same position the same way. Instead, organizations must consider how an individual performs their job, and even better, they must evaluate their contribution to the organization's performance and assess their skills. This allows the organization to develop a compensation system based on this evaluation. (Aishoush, 2012, p. 13).

And from it, he lost wages are now awarded based on the achievements of highly skilled and knowledgeable individuals, demonstrated through their creativity at work, rather than on job titles. (Aishoush, 2012, p. 13)

*** Relationship stimulating skills with creativity:** motivation is a complex phenomenon that has been addressed by many researchers, such as Maslow's classification of needs, Herzberg's motivating factors, and Gregor Mc's theories of motivation all point to the fact that each individual has their own unique motivation. Motivation encompasses the work environment, value-added factors, and job content, with work enrichment and systems playing a key role. Motivation acts as the engine driving skill development. The skills/motivation dichotomy empowers the worker to recognize all the advantages in advancing their career path and improving

their performance. It encourages the reinforcement of theoretical, practical, and behavioral knowledge through training and other skills development methods. Furthermore, it enhances employability, leading to the application of this knowledge and the demonstration of these skills in the workplace, which ultimately reflects positively on performance. then creativity (Samah, 2008, pp. 45-53).

Therefore, motivation represents the tool that drives skills, as the duality (skills/motivation) gives the worker a good awareness in developing their path and continuously improving their performance. It also increases their employability and then attempts to apply this knowledge and showcase these skills in the workplace through achieving creativity.(Samah, 2008, pp. 45-53).

And from it the means the foundation for building and developing skills is training, along with various other management styles and incentive and compensation systems, whose role becomes more apparent when institutions compete to attract and acquire the best skills..

And from it the role of discretionary management of operations and skills in creativityIt is because it provides the organization faces numerous costs and risks resulting from the sudden emergence of the need for training, as demonstrated by the assessment.pre-For training needs and to provide the opportunity to compare training methods and approaches to choose the most suitable one, whether in terms of cost or quality, especially since the emergence of training needs in an urgent manner may lead to difficulty in determining the training method and location, in addition to the cost resulting from the time spent in training, which may lead to the shutdown of the production system.(Samah, 2008, pp. 45-53)Furthermore, the results of the discretionary management of operations and skills determine the scope and practice of wage and compensation management by setting wages and methods of payment, as well as determining the incentives and job benefits that will be provided based on skills.(Obeidat and Jajiq, 2013, p. 12).

It is clear from the above that discretionary management of jobs and skills plays an important role in creativity this is done within the institution. By pre-identifying training needs and providing the opportunity to compare training methods and approaches to choose the most suitable one, the Wages and Compensation Department also helps in determining the wages and incentives that will be offered for skills and the method of payment.

3. The applied framework of the study

After identifying the most important theoretical concepts related to the study variables, as well as the nature of their relationship, and to further answer the question posed (contribution) discretionary management of jobs and skills in achieving creativity). This axis comes as an attempt to apply what has been studied theoretically to one of Public hospital institutions in El Abyad Sidi Sheikh El Shaheed "Djermani Mohamed".

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

It is a service institution of an administrative nature, possessing legal personality and financial independence, covering all health services for the residents of the district and beyond. All public hospital institutions are symbolized by...EPH

Etablissement public hospitalier d'el-abyad sidi cheikh

It occupies an area of 8H and is 120km from the state. It serves 7 neighboring municipalities (El abyad sidi cheikh , Arbouat, Chlala, El Mahara, Ain El Arak, El Benoud, Boussemghoun), covering an area of 41383.40 m² It has a population of 72,136 and 90 beds. Workers can be divided according to job or specialization as follows: Specialist doctors; General practitioners; Pharmacists; Administrative workers; Psychiatrists; Nurses; Ambulance drivers; Skilled workers (laundry and cleaning workers, maintenance workers, inventory workers, restaurant workers).

3.1- Data collection tool:

Due to the difficulty in obtaining some information through questionnaires or direct observation, we found that the most suitable tool for achieving the study's objectives is "Interviews" the character" the latter is one of the most widely used tools for data collection, and interviews were conducted with some of the relevant officials in the organization. and it covered the interview focused on the following main topics: the contribution of skills-based training. in achieving creativity contribution focus wages skills in achieving creativity, the focus input stimulating skills to achieve creativity.

3.2. Analysis and discussion of the results:

We throw this element allows us to understand the extent to which creativity is achieved through what the organization manages operations and skills through discretionary processes. that is based on the means and methods of each stage, to achieve this, we must analyze and discuss the respondents' answers to the statements included in the previous sections. the respondents' answers have been arranged as follows: The first respondent is: president office Human Resources Management and disputes the second person being questioned is: the president office composition the third person being questioned is the president directorate financial sub-substances and means the fourth person being questioned is: president directorate Sub-department for maintenance of medical equipment and related equipment the fifth interrogator: head of the office for organizing, monitoring and evaluating health activities, the sixth respondent: head of the prevention office.

3.2.1 . The focus of the formation contribution Skills-based in achieving creativity

It is considered composition one of the most important tools used by organizations to develop the skills of their employees, and consequently their ability to achieve creativity, is what made the institution attaches great importance to it, so that that it after collecting, studying, and approving all training needs, the annual training program is prepared and includes all types (practical or the oretical training, short training). or the long-term, internal and external training...) This program also includes cost estimation, The organization focuses on in-house training, given its extensive experience in its areas of activity.

In addition, the interviewees they confirm with the employees of the institution they possess the necessary skills to make decisions and propose new, applicable ideas within the organization. Hospitalization, those interviewed confirmed that the employees at the institution do not have any problem In decision-making, and solving the problems facing the hospital, and the ability to make decisions in all circumstances In addition to encouraging skilled individuals who possess a spirit of challenge, adventure, and new ideas...

Because the goal of training is to acquire new skills, the organization works continuously on this. this is confirmed by the responses of all respondents, who stated that employee training is periodic and ongoing. the organization gives it great importance, and they use both internal and external training, but the focus is greater on internal training.

3.2.2 Contribution axis wages skills in achieving creativity

The wage process depends for the capacity on control In qualifications, and Increase Wages based on skills, and luck promotion the Large; also a plan wages encourage horizontal mobility. It has become essential for organizations to consider how an individual performs their job. and that it does by contributor evaluation individuals in the performance of the organization, and an assessment of the skills it possesses and that's it, this enables the organization to develop a wage system based on this assessment. as wages are now awarded based on the achievements of highly skilled and knowledgeable individuals, demonstrated through their creativity at work, rather than on job titles.

The institution under study no she gives great attention to the process wages skills, this is evident from the respondents' answers, as everyone confirmed that wages are paid at the institution based on the job and payment is made in the same way to all individuals holding the same type of position.

3.2.3 Axis input stimulating skills in achieving creativity

The respondents' opinions on this point were similar; although creativity is essential for the organization, it does not work on incentive the skills required for that, and this aligns with the respondents' answers, as they confirmed that the institution: "Does not offer incentives" skills are for creativity, not for renewal within the

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

organization," perhaps because the goal of providing incentives for skills within the organization in order to leadm by simply working, not by achieving creativity and presenting something new, while one of the respondents answered that he saw the opposite when he said: "The institution stimulates skills in order to promote creativity and innovation."

4. Conclusion:

The presentation that was shown achieving innovation has become essential for any organization seeking leadership and a strong market position, as securing a good standing is no longer solely dependent on providing modern technologies and substantial capital. but by providing skills and their management: skills are a combination of the oretical, practical, and behavioral knowledge, which in turn leads to creativity and innovation, thus achieving a competitive advantage. There fore, organizations strive to manage them in the best possible ways. one aspect of managing skills is identifying, developing, evaluating, and recognizing them. above all, these organizations must determine their skills needs through the estimated management of jobs and skills. This is one of the most important methods organizations rely on to achieve quantitative and qualitative balance in their skills. Through this process, deviations are identified by determining the skills needs and the skills available. Corrective policies are then implemented, and decisions are made, whether in cases of surplus or deficit. These procedures can be internal (training, promotion, transfer, job rotation, etc.) or external (recruitment, subcontracting, layoffs, etc.). Early retirement, secondment, etc.

The discretionary management of jobs and skills contributes to achieving creativity in the organization place of study through skills-based training this was confirmed by the majority of the individuals surveyed. Regarding the variables of wages and incentives, the responses revealed that there is no interest in them within the organization to foster creativity; rather, they are offered only to ensure employees carry out their assigned tasks.

* Suggestions:

Through the study we conducted it is located in the public hospital in El Abyad, Sidi Sheikh El Shaheed "Djermani Mohamed". We came up with a set of suggestions, which were:

- Institutions must provide all the appropriate conditions and a suitable climate so that their skills can prove their capabilities and thus achieve creativity;
- Working on providing incentives for skills in the founderatFor theTrade deed presenting creative ideas;

- Institutions should pay attention to training, and this is done using all types (practical or theoretical training, short) or the long-term formation within and out side the institution and focus more on the formation within the institution, since he works on acquisition based on out standing expertise in its areas of activity.

5. List of references:

- Abdelmalek Djadjik, Sarah Abidat (February 27/28, 2013), Predictive Management of Jobs and Skills as a Strategic Mechanism in Activating the Role of Human Resources Management, Second National Forum on Human Resources Management, Predictive Management of Human Resources and Job Preservation Plan in Algerian Institutions, Faculty of Economic Sciences, Management and Commercial Sciences, Mohamed Khider University of Biskra, Algeria.

- Alain Meignant (2000), Ressources humaines, déployer la stratégie, éditions Liaisons, Paris.

- Al-Hashemi Ababsa (2004), The role and status of human resource management in improving the competitiveness of institutions, a case study of the Al-Wataya Salt Complex and the Tolga Soft Drinks Company - Biskra, Master's thesis (unpublished), specialization in the management of industrial institutions, Faculty of Law and Economic Sciences, Mohamed Khider University, Biskra, Algeria.

- Amira Bouajaja (2008), Obstacles to Activating Creativity and Innovation in Industrial Institutions, ThesisMaster's thesis (unpublished), Faculty of Economic, Commercial and Management Sciences, Mohamed Khider University, Biskra, Algeria.

-A Burmeister et autres (2002), Innovation, cahier d'économie de l'innovation, n.19, systems d'innovation chronique d'intégration ordinaire, l'armattan innovation, paris.

-Ahmed Elsayed Mostafa (2004), Human Resources Management: Assets and Skills, Publisher and Author, Cairo.

-Benhabib A & Zahia Moussaoui (2004), "Gestation and development of competencies: innovative and innovative applications", Revue Economie & de Management n° 3, Faculty of Economics and Gestion, University of Tlemcen, Algeria.

- Cécile Dejoux, Anne Dietrick (2005), Managing the Competence of Power, Node & Pearson Education, France.

-Khalil Abdul Rahman Al-Maayda, Mohammad Abdul Salam Al-Bawaleez (2000), Talent and Excellence, Dar Al-Fikr, Amman, Jordan, 1st Edition.

- Fahima Bourouba (2006), The role of skills in achieving a competitive advantage for industrial enterprises, Master's thesis (unpublished), specialization in the management of industrial enterprises, Faculty of Economic Sciences and Management, Mohamed Khider University of Biskra, Algeria.

The contribution of the discretionary management of jobs and skills to achieve creativity in the organization

- Mansouri Kamal, Soulah Samah (2010), Competency Management: Conceptual Framework and Major Areas, Journal of Economic and Administrative Research, Faculty of Economic, Commercial and Management Sciences, Mohamed Khider University, Biskra, Algeria, Issue 7.
- Medhat Abu Al-Nasr (2004), Developing Innovative Capabilities in Individuals and Organizations, Nile Arab Group, Cairo, 1st Edition.
- Muhammad Abdul Fattah Al-Sirafi (2003), Leading Management, Dar Safaa, Amman.
- Musa Al-Lawzi (1999), Organizational Development, Dar Wael Publishing, 1st Edition, Jordan.
- Sami Hisham Hariz (2008), Fundamentals of Business Administration: Theoretical and Applied Skills, Qandil Publishing and Distribution House, Jordan, 1st Edition.
- Soulah Samah (2008), RoleCompetency management in building the competitive advantage of the economic institution, Master's thesis (unpublished), Department of Management Sciences, Faculty of Economic, Commercial and Management Sciences, Mohamed Khider University of Biskra, Algeria.
- Stephen Robinson et al.(2004),Management of concept and practice, Pearson edition, 4 year edition, France.
- Raymond Alain Thietard (1996), la strategy d'entreprise, Ediscience International, 2emeedition, Paris.
- Yamina Mahboub, Riad Aichouch (February 21-22, 2012), Skills Management as an Approach to Enhancing the Effectiveness of Human Resource Management in the Knowledge Economy, Conference First National Conference on Human Resource Management, The Contribution of Skills Management to the Competitiveness of Institutions, Faculty of Economic, Commercial and Management Sciences, Mohamed Khider University, Biskra, Algeria.