

**The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University****L'importance de la gestion des compétences comme mécanisme pour atteindre l'excellence organisationnelle - une étude de cas à l'Université d'Adrar****Dr. Abdelkrim Messaoudi<sup>1</sup>, Hadjer Belhamidi<sup>2</sup>,**<sup>1</sup> University of Adrar, Algerian-African Economic Integration Laboratory-Adrar (Algeria),  
abd.messaoudi@univ-adrar.edu.dz<sup>2</sup> University of Adrar – Adrar (Algeria), had.belhamidi@univ-adrar.edu.dz**Received:** 24/02/2023**Accepted:** 29/03/2023**Published:** 31/03/2023**Abstract:**

Through this paper, we aim to highlight the importance of talent management as a mechanism to achieve organizational excellence, as the need for organizations to achieve excellence has become an urgent requirement, and this has resulted in a great deal of competition between organizations. Achieving excellence is one of the most important issues that contribute to helping organizations to renew their activities. This is because excellence is achieved by employing talents with distinct capabilities.

Hence, the management of talents is an important mechanism in the distinction of contemporary organizations, especially in light of the intense competition, where distinguished talents contribute to achieving high levels of performance in organizations that must be promoted and developed to face various changes.

As for the applied side of the study, the axes of the questionnaire were analyzed, and the hypotheses were tested based on the statistical treatment according to the SPSS 23 program for the answers of the study sample. The results is that there is a direct and strong relationship between the management of talents and organizational excellence at the University of Adrar, with a statistical significance at the level of 1%.

**Keywords:** management, talents, excellence, organization, Adrar University**JEL Classification Codes:** H51 ,L86 ,M14**Résumé:**

À travers cet article, nous visons à souligner l'importance de la gestion des talents en tant que mécanisme pour atteindre l'excellence organisationnelle, car la nécessité pour les organisations d'atteindre l'excellence est devenue une exigence urgente, ce qui a entraîné une grande concurrence entre les organisations. Atteindre l'excellence est l'un des enjeux importants qui contribuent à aider les organisations à renouveler leurs activités. C'est parce que l'excellence est atteinte en employant des talents avec des capacités distinctes.

Par conséquent, la gestion des talents est un mécanisme important dans la distinction des organisations contemporaines, en particulier à la lumière de la concurrence intense, où les talents distinguées contribuent à atteindre des niveaux élevés de performance des organisations qui doivent être promu et développées pour faire face à divers changements.

En ce qui concerne le côté appliqué de l'étude, les axes du questionnaire ont été analysés, et les hypothèses ont été testées sur la base du traitement statistique selon le programme SPSS 23. Les résultats de l'échantillon d'étude que nous avons constaté c'est qu'il existe une relation directe et forte relation entre la gestion des talents et l'excellence organisationnelle à l'Université d'Adrar, avec une signification statistique au niveau de 1%.

**Mots clés :** management, talents, excellence, organisation, Université d'Adrar Codes de**JEL classification:** H51, L86, M14**Corresponding author:** Abdelkrim Messaoudi ,e-mail: abd.messaoudi@univ-adrar.edu.dz

## **1. Introduction:**

The need for organizations to achieve excellence and leadership has increased. Rather, this has become a strategic goal that organizations seek to achieve, and this resulted in a great deal of competition to try to make radical changes and modern trends, by laying comprehensive development plans and programs to keep pace with these changes. Achieving excellence is regarded as one of the most important issues that contribute to assisting organizations to determine their activity and vitality, on the basis that excellence is achieved by employing high resources and talents.

Therefore, talents are considered the renewable reservoir of creative capabilities and the main element in distinguishing organizations in the current time, especially in light of the fierce competition between organizations, where human capital and distinguished talents contribute to achieving high levels in the performance of the organization. This requires efforts in its development and progress to face various changes since human talents are the basis for the competitiveness of organizations and the excellence of their performance.

Hence, organizational excellence has become the subject of study by researchers, and the subject of interest of organizations. Its interest in distinguished human resources is the real tool for organizational excellence, which requires work to develop human resources based on advanced scientific techniques and advanced management methodologies.

### **The Problematic:**

Based on the above, we can ask the following main problem:

How important is talent management in achieving organizational excellence at Adrar University ?

### **Study hypotheses:**

According to the main problem raised, we can propose the following main hypothesis: there is a statistically significant relationship between talent management and achieving organizational excellence at Adrar University.

### **Objectives of the Study:**

Through this study, we aim to achieve several objectives, perhaps the most important of which is to demonstrate the importance of talent management at the level of organizations and its reflection and impact on achieving organizational excellence, by addressing the dimensions of organizational excellence and talent management.

### **Study Tools and Methodology:**

To answer the raised problem, we used a set of tools and methods according to the subject of the study, according to the following:

Adopting the descriptive approach, as it is suitable to demonstrate and describe the theoretical literature of the subject. We also relied on a case study approach by choosing the University of Adrar as the institution under study, relying on some statistical tools and programs to analyze the results achieved.

### **Research Content:**

We divided our work through this research paper into the following axes:

- The first axis: a theoretical introduction to talent management and organizational excellence
- The second axis: previous studies
- The third axis: an applied study

## **The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University**

---

### **The First Axis: a theoretical introduction to talent management and organizational excellence**

The subject of managing talents has known an increasing interest in many types of research in the field of managing businesses, namely for its importance in the knowledge and skill development of human talents in organizations. Thus, we try the following to point to the theoretical concepts of the research variables.

#### **First: Talent management concept and dimensions**

##### **1. The concept of talent management:**

Talents are defined as “the various knowledge, qualifications, capabilities and motives that some people have more control over than others, to select resources that ensure the achievement of goals and their development by the institution, and to work in transferring and teaching them to individuals”. It is also defined as “a combination of knowledge, experience and behaviours that are practised within a specific framework and are observed through the fieldwork that grants it the status of acceptance, and it is due to the organization to identify, evaluate and develop them”.(Khedri,2019, p 15)

As for the concept of talent management, it is defined as “the ability to mobilize, mix and coordinate resources within the framework of a specific process, to achieve a specific result, which is recognized and subject to evaluation, and it can be individual or collective”. (beyou, 2003, p 25)

Some pointed out that talent management is “The usability attribute of abilities and personal features in addition to the knowledge gained in executing complex tasks in a good way, by distinguishing them from personal features and abilities that allow distinction between people and explain the difference in behaviours when carrying out special tasks”. (Zarifian, 2017, p 04)

##### **1. Dimensions of talents:**

It is possible to refer to some types of talents, which would better estimate the performance of the worker through the following dimensions (Baraq, 2004, p 2004)

- **Knowledge:** It is the information that a person possesses in a specific field, such as marketing, accounting, human resources, and sales.
- **Motives:** the recurring internal forces from which behaviours arise, such as the motives of achievement or affiliation.
- **Qualifications:** express an experience, such as the qualifications related to organizing a workshop, equipment, or managing a meeting in a distinguished way, or qualifications.
- **Self-Perception:** It relates to attitudes, values, and self-image, such as a person’s self-perception as a leader and member of a band.

Through the aforementioned dimensions, it can be said that talents represent data for behaviours that individuals have more control over than others, a fact which makes them more efficient and effective. These behaviours may be embodied in the daily life of work or test cases, a fact which contributes to carrying out professional tasks accurately. (Al-Lozi, 2017, p 17)

## **Second: The concept and dimensions of organizational excellence**

Today, organizations seek to achieve organizational excellence through their interest in the human element, by stimulating the potential energy in workers to accomplish the tasks entrusted to them with high mental focus and professional accuracy.

### **1. The concept of organizational excellence:**

Organizational excellence is defined as “The scientific method for measuring achievements by doing things correctly and with a high degree of accuracy and professionalism, through which it is possible to know the satisfaction of employees, customers and stakeholders in the organization”. (Alak Hafez, 2019, p198)

It is also expressed as “obtaining an integrated model in the work of the organization for it to be distinguished from others in a time characterized by change and competition, and it may have combined the capabilities and resources to carry out the work in a correct manner, through which it has achieved achievements of superior quality”.

Organizational excellence can also be expressed as “Providing a service that its operators could not implement easily, nor could competitors imitate it easily”. (Alak Hafez, 2019, p 210)

### **1. Dimensions of Organizational Excellence**

The basis for achieving organizational excellence in any organization is related to the view of those responsible for it as a set of interrelated and interconnected operations, through a series of activities that add extra value, according to the inputs to the outputs of the various operations, based on the following dimensions of organizational excellence: (Al-Baroudi, 2015, p10)

#### **2.1. Strategic Excellence:**

Organizations work on developing a strategic plan through which they work to implement their vision with the participation of all employees, taking into account the services they provide to the organization, and then policies, plans, goals and operations are developed in light of that. That is because adopting a strategic plan has several positive repercussions on the organization. It helps the organization to define a road map through which it identifies strengths and weaknesses. It contributes to increasing its capacity and the possibility of achieving continuous competitive advantage, since strategic excellence provides opportunities for participation at all administrative levels, a fact which leads to reducing resistance to the occurrence of change, and increases the chances of integration and uniformity between the organization's operations. (Borghini, 2013, p 227)

#### **2.2. Leadership Excellence:**

We cannot equate leadership with the traditional concept of power, as it centres around the ability to influence workers by using and possessing some abilities. Leadership is described as “How to work in a team and participate in decision-making to achieve the goals of the group and individuals at the same time, through strategy and leadership that has an effective force”. (Porter, 2004, p21) The administrative leader, in particular, must be characterized by some skills, the most important of which are the ability to form effective working relationships and the ability to spread the spirit of positive competition among individuals to motivate them to present creative ideas. In addition, there is a need to adopt an open-door policy that supports direct contact with workers, which facilitates the exchange of information effectively. Therefore, leadership combines guidance and management for a group of

## **The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University**

---

individuals in the organization to move towards the set goals, which in turn includes power, influence and legal authority.

### **2.3. Human Resources Distinction:**

Human resources include all individuals belonging to the organization and working therein, whether they are chiefs or subordinates, as the organization contracts with them to carry out job tasks in return for compensation and rewards, provided that they, while carrying out their assigned work, adhere to the organization's strategy and objectives. Organizations face diverse and renewed challenges, which require the organization's management to adopt policies that adapt to the challenges to achieve the goals of the organization successfully. Given the rapid and renewed change in the work environment, it is necessary to resort to the authorization method and give freedom to employees at various administrative levels to make decentralized decisions, encourage collective participation, and abandon routine and centrality in dealings.

### **2.4. Distinction of Operations:**

Operations express all the important internal activities that characterize the organization depending on its field of work and services. The expectations and needs of all concerned parties are met through these operations, and so are activities with employees, as well as conducting interviews with affected individuals and those influencing the administrative operations or hiring external consulting services. (Alak Hafez, 2019,p 212)

Hence, organizations seek to achieve superiority in their products to compete in gaining the satisfaction of beneficiaries. This is done only by adopting a method that explains how their inputs are transformed into goods or services that achieve the benefits required by the beneficiary customers and use effects to the degree of achieving the goals that express the organization's mission. It explains the reason for its existence and the actions to be carried out.

### **The second axis: previous studies**

**-First Study:** Musa Salameh Al-Lozi, Reham Zuhier Qasim Almomani & Sulieman Ibraheem Shelash Al-Hawary examined organizational excellence and the effect of talent management on it in Arab Potash Company in Jordan in a descriptive-analytical method. (Al-Hawary, 2017,p 15)

The study also examined the talent management strategies that can lead to organizational excellence such as recruiting talents, developing talents, retention of talents, and the "succession strategy or career replacement planning". The researchers also focused on the dimensions of organizational excellence, namely leadership excellence, excellence in service delivery, as well as excellence in operations management. The random research sample included 223 respondents as various bosses of various levels at the company. To collect the relevant data, the means of the research was a questionnaire that was analyzed with several "statistical methods as mean, standard deviation, multiple regression, path analysis" etc. The study concluded that organizational excellence depends significantly on the recruiting talents as well as succession strategy or career replacement planning. The research recommended that "decision-makers should care for creative and talented people, provide laboratories and scientific research centres and fund innovative ideas of the employees to encourage them to unleash their intellectual potential".

**-Second study:** Ayyoub Ahmad Alsawalhah, Abdelhaleem Aladwan and Mohamad Almalabah examined how human resources management strategies influence organizational excellence in an “applied study on the Jordanian pharmaceutical companies sector” (Alsawalhah, 2020, p 1052)

A descriptive-analytical method processed and classified the data through a questionnaire designed to gather data from respondents, to be analyzed using (SPSS). 95% of the recovered questionnaires proved the presence of a “statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the human resources management strategies (recruitment, training, compensation, performance management) on achieving organizational excellence (leadership, employees, structure, culture)”. The study also nullified the presence of a “statistically significant impact at the level ( $\alpha \leq 0.05$ ) of human resource management strategies (compensation) on the organizational excellence (leadership, workers, structure, culture)”. The researchers then suggested that there should be more attention paid to “the human resource in terms of development and training, establishing a fair system of incentives and compensation that encourages employees to excel, listen to and solve employees' problems, and improve the quality of the work environment.

### **The Third axis: The applied study at Ahmed Draia University in Adrar**

#### **First: The method and tools**

**1. The study population:** The study population consists of all the workers present at Ahmed Draia University in Adrar.

#### **-Introduction of Ahmed Draia University in Adrar:**

Ahmed Draia University is a scientific institution of a scientific nature, affiliated with the Ministry of Higher Education and Scientific Research, with an ethical characterization and financial independence. It is considered a pedagogical scientific edifice and a place for scientific research, which assures a systematic scientific formation in many levels and various disciplines that suit the requirements of the local community.

The first university nucleus was established in Adrar Province in 1986 with the establishment of the National Higher National Institute of Sharia in Adrar, to be expanded later to the University of Adrar according to the executive decree of September 18, 2001. Ahmed Draia University is located along National Road Number 6 next to the industrial zone, 2 km away from the state headquarters. It includes eight colleges; each college includes a group of majors at various levels. The university adopts the new L.M.D system that gives the student the right to study three years of a Bachelor's Degree, two years of a Master's Degree and three years of a PhD. (Adrar University website, 2023)

#### **-Adrar University goals:** (Adrar University website, 2023)

- ❖ Encouraging scientific inventiveness and valuing its results.
- ❖ Application of quality assurance in higher education.
- ❖ Creating scientific cooperation and exchange relations with various universities and scientific research organizations nationally, regionally and territorially.
- ❖ Devoting partnership with the economic and social sectors.
- ❖ Activating scientific research in a way that responds to the requirements of local and national development.
- ❖ Meeting training needs following the requirements of the labour market and development locally and nationally.

## The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University

---

- ❖ Applying the principles of total quality management in managing the university in a way that increases the efficiency and effectiveness of administrative work (increasing the efficiency and effectiveness of the performance of administrative work in the university).
- ❖ Active follow-up of developments in the field of science and technology.
- ❖ Encouraging scientific production.

### 2. Sampling unit:

The study unit includes workers, whether they were teachers or administrators, who work in various colleges. The questionnaire was distributed to this sample to obtain data and information to achieve the desired goals.

### 3. Study sample:

The sample of the study is a simple random sample, where 85 questionnaires were distributed to the study population, which included all colleges, and it was confirmed that the sample is congruous with the community according to the Thompson-Steven equation, i.e. according to the following:

$$n = \frac{N \times p(1-p)}{\left[ \frac{N-1}{d^2 \div z^2} \right] + p(1-p)}$$

**n** : Sample volume

**N**: the size of the study population

**Z**: The standard score corresponding to the confidence coefficient by which the results are generalized, which is 99%, and thus the standard score is 1.96.

**d**: The permissible error rate which was considered to be within the limits of 1%.

**p**: Percentage of the presence of the phenomenon, the characteristic and the neutral, as it was adopted as 50%.

By substituting the previous equations, by taking the size of the population as 95, we find that the sample size is estimated as 80, i.e. 84% of the size of the population, where 80 questionnaires were distributed according to the number of sample members and the study population. Seventy-five questionnaires were retrieved and accepted for the study. Thus, the number of questionnaires that will be subject to the statistical analysis operation is 75, or 86.53% of the total number of questionnaires distributed from the study population.

### Second: study tools

**1. Study tool:** The study tool was the questionnaire, which was divided into two parts:

The first part includes personal information. The second part includes the axes of the study, which contain the first axis, which includes the independent variable, which is the management of talents in its dimensions, while the second axis includes the dependent variable, which is organizational excellence in its dimensions.

**2. Measuring the study tool:** The five-point Likert scale was relied upon to measure the variables of the study, and the answers ranged between 1-5, according to the following levels:

**Table 01: The five-point Likert scale**

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

**Source:** Prepared by the researchers

**3. The stability of the study tool:** We use Cronbach's alpha coefficient to ensure the stability of the study tool, according to the following equation:

$$\alpha = \frac{K}{k-1} \left( 1 - \frac{\sum_{i=1}^k \sigma_{yi}^2}{\sigma_x^2} \right)$$

where:

$K$  is the number of questions

$\sigma_{yi}^2$  is the standard deviation of the answers to the question  $i$

$\sigma_x^2$  The standard deviation of all answers (answers to all questions)

To measure the stability of the questionnaire, the overall stability coefficient of the questionnaire was calculated in addition to the total stability of the questionnaire axes, by performing the stability steps on the sample using the alpha-Cronbach method.

**Table 02: Alpha - Cronbach coefficient of stability for the axes and dimensions of the questionnaire**

The statement	Paragraphs number	Alpha - Cronbach stability coefficient
The total stability of the first axis: talent management	18	<b>0.936</b>
The total stability of the second axis: organizational excellence	18	<b>0.824</b>
<b>The total stability of the questionnaire</b>	<b>36</b>	0.927

**Source:** Prepared by the researchers based on the outputs of the program (SPSS \*23)

It is clear from the above table that the value of Cronbach's Alpha coefficient is high, as it reached 0.936 for the talent management axis and 0.824 for the organizational excellence axis. In addition, the total stability coefficient for the questionnaire reached 0.927, which is a high coefficient, indicating the stability of the results that will be obtained. This means that the questionnaire has a high level of stability.

#### **4. Applied validity of the study tool:**

After confirming the apparent validity of the study tool, it was field applied to the data of the total sample, where the correlation coefficient was calculated to find out the level of correlation between each paragraph with the dimension to which it belongs within the axes of the questionnaire, as shown in the tables below. This is related to Spearman's Correlation Coefficient for the paragraphs of the independent variable: talent management, and the dependent variable: organizational excellence.

**The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University**

**Table 03: Spearman's correlation coefficients for the paragraphs of the talent management axis with the total score for the dimension**

<b>Paragraph Number</b>	<b>Paragraph</b>	<b>Dimension correlation level</b>
1	The university encourages me to innovate by paying attention to my new knowledge	0.930**
2	I make sure to display all my obtained qualifications	0.670**
3	I use my academic qualifications without limitation	0.620**
4	I accept doing additional tasks and I welcome constructive criticism directed at me	0.750**
5	I treat my boss and fellow employees with respect and trust	0.610**
6	I am objective and impartial in my job	0.630**
7	I work to achieve goals with excellence	0.697**
8	I work in a position that matches my academic qualifications	0.860**
9	My practice of any profession at the university requires a set of theoretical and applied knowledge	0.730**
10	My acquisition of knowledge about the internal and external environment of the university through experience and professional path	0.788**
11	The university contributes to supporting knowledge behaviour among employees	0.760**
12	I take the initiative in establishing relationships with my colleagues at work	0.790**
13	I adhere to the official working hours and do my work to the fullest	0.920**
14	I contribute to helping develop the internal environment of the university	0.633**
15	Training courses motivate me to increase my efficiency at work	0.415**
16	I manage my meetings in an effective and distinguished manner, due to my qualifications and scientific and functional experience	0.810**
17	I treat my direct manager well	0.588**
18	I benefit my colleagues at the workplace with my scientific experience and my creative qualifications	0.750**

\*\* At the level of statistical significance of 0.01

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

In the table above, we notice that there is internal consistency between all the expressions of the talent management axis with its total score, as the correlation coefficients of the paragraphs of the first axis of talent management range between 0.588 and 0.920. All correlation coefficients range between the two aforementioned values and are statistically significant at a 0.01 significance level.

**Table 04: Spearman correlation coefficients for the paragraphs of the Organizational Excellence axis with the total score of the dimension**

Paragraph Number	Paragraph	Dimension correlation level
01	The university motivates me to be creative and involved in discussing issues related to work and improving the quality to achieve outstanding performance	0.688**
02	The university cares about the employee in terms of development and training	0.590**
03	I lay a strategic plan through which the future of the university is determined	0.460**
04	Our university is working on developing the library and providing it with modern books	0.760**
05	I care about my position at the university where I work	0.650**
06	I discuss processes and activities with staff at the university	0.775**
07	I follow trust and transparency while maintaining the policy of dialogue between me, the staff and the university	0.640**
08	The university seeks to improve the university's electronic library services, introduce modern technology to it, and link it to global sources of knowledge	0.570**
09	The university adopts a fair system of incentives and compensation to encourage employees to excel	0.890**
10	I have more opportunities in the field of formation and training	0.855**
11	Our university gives freedom to employees at various administrative levels to make decentralized decisions and collective participation	0.810**
12	Our university has modern teaching laboratories and research laboratories	0.832**
13	I participate with my colleagues as a team in making decisions that help achieve the goals of the university	0.788**
14	I create a competitive spirit to motivate my teammates	0.745**
15	My direct contact with the employees facilitates the exchange of information and the introduction of new ideas	0.670**
16	University services help employees with their problems, find solutions for them, and improve the quality of the work environment	0.790**
17	I work to help adopt the university's strategic plan	0.533**
18	I find the opportunity to express my thoughts and suggestions	0.653**

\*\* At the level of statistical significance of 0.01

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

There is internal consistency between all the expressions of the competitive excellence axis with its total score, i.e., all correlation coefficients between each of the paragraphs of the

## **The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University**

second axis of organizational excellence and the total rate of its paragraphs. This demonstrates that the correlation coefficients are positive ranging between 0.533 and 0.890, as the correlation coefficients are positive and statistically significant at a 0.01 significance level.

### **Third: Results Analyses**

#### **1. Analyzing the results for the management of talents variable**

By calculating the arithmetic means and standard deviations of the responses of the study individuals to the paragraphs representing the talent management axis, we can know the reality of talent management at the University of Adrar, according to the components of this axis.

#### **1.1. Analyses Results of knowledge and qualifications dimensions:**

**\*\* Response of the study individuals:**

**Table 05: Study respondents' responses to the knowledge dimension and the qualifications dimension**

Paragraphs		Arithm etic Means	Standar d Deviati ons	Statistic al Signific ance	Approv al Level
1	My practice of any profession at the university requires a set of theoretical and applied knowledge	3.84	1.14	2	Medium
2	My acquisition of knowledge about the internal and external environment of the university through experience and professional path	3.88	0.98	1	High
3	The university contributes to supporting knowledge behaviour among employees	3.28	1.01	4	Medium
4	The university encourages me to innovate by paying attention to my new knowledge	3.31	1.20	3	Medium
<b>Knowledge Dimension</b>		<b>3.33</b>	<b>0.95</b>		<b>Medium</b>
1	I make sure to display all my obtained qualifications	3.57	1.17	3	Medium
2	I use my academic qualifications without limitation	3.64	1.15	2	Medium
3	I work in a position that matches my academic qualifications	3.66	1.20	1	High
4	I manage my meetings in an effective and distinguished manner, due to my qualifications and scientific and functional experience	3.26	1.25	4	High
<b>Talents Dimension</b>		<b>3.38</b>	<b>0.75</b>		<b>Medium</b>

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

It is clear to us, through the data of the above table, the results of the knowledge dimension analysis, where the arithmetic mean for this dimension was 3.33, which means that

it achieved a high level of approval from the respondents. Thus, this expresses the extent of knowledge available at the University of Adrar.

As for the qualifications dimension, the results of the analysis are shown in Table 05, where the arithmetic mean for this dimension was 3.38, which means that it achieved a medium level of approval from the respondents, as it indicates the extent to which qualifications are used at Adrar University.

### 1.2. The results of the analysis of the self-perception dimension and the motives dimension:

**Table 06: The response of the study individuals to the self-perception dimension according to the means of approval**

Paragraphs		Arithmetic Means	Standard Deviations	Statistical Significance	Approval Level
1	I take the initiative in establishing relationships with my colleagues at work	3.91	1.17	2	High
2	I adhere to the official working hours and do my work to the fullest	4.18	1.15	3	Medium
3	I accept doing additional tasks and I welcome constructive criticism directed at me	3.70	0.90	4	Medium
4	I treat my boss and fellow employees with respect and trust	4.58	0.58	1	High
5	I treat my direct manager well	4.60	0.75	5	Medium
<b>Self-Perception Dimension</b>		<b>2.90</b>	<b>0.88</b>		<b>Medium</b>
1	I am objective and impartial in my job	3.50	0.98	2	Medium
2	I work to achieve goals with excellence	4.18	0.75	1	High
3	I contribute to helping develop the internal environment of the university	3.93	0.62	3	High
4	Training courses motivate me to increase my efficiency at work	3.75	0.79	4	High
5	I benefit my colleagues at the workplace with my scientific experience and my creative qualifications	3.77	0.80	5	Medium
<b>Motives Dimension</b>		<b>3.66</b>	<b>0.85</b>		<b>High</b>

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

We note the results of the analysis of the self-perception dimension, where the arithmetic mean of this dimension was 2.90, which means that it achieved a medium level of approval from the respondents, expressing the extent of self-perception at the University of Adrar. On the other hand, the results of the analysis of the motives dimension can be seen in Table No. 06, where the arithmetic mean for this dimension was 3.66, which means that it achieved a high level of approval from the respondents. This shows us the extent to which the motivations dimension is adopted at Adrar University.

## The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University

### 2. Analyzing the results for the organizational excellence variable

To find out the levels of organizational excellence achieved at the University of Adrar, the arithmetic means and standard deviations of the study's responses to the paragraphs representing the organizational excellence axis are calculated according to its constituent dimensions.

#### 1.2. Results of the Analysis of the Leadership Excellence Dimension and Strategic Excellence Dimension:

**Table 07: The response of the study individuals to the dimension of leadership excellence and the dimension of strategic excellence**

Paragraphs		Arithm etic Means	Standar d Deviati ons	Statistic al Signific ance	Approv al Level
1	I participate with my colleagues as a team in making decisions that help achieve the goals of the university	3.98	0.67	4	Low
2	I create a competitive spirit to motivate my teammates	3.80	0.80	1	High
3	My direct contact with the employees facilitates the exchange of information and the introduction of new ideas	3.91	0.68	3	Medium
4	I care about my position at the university where I work	3.98	0.77	2	High
<b>Leadership Excellence Dimension</b>		<b>3.05</b>	<b>0.97</b>		<b>High</b>
1	I lay a strategic plan through which the future of the university is determined	3.45	0.67	4	Medium
2	Our university is working on developing the library and providing it with modern books	3.70	0.83	1	High
3	Our university has modern teaching laboratories and research laboratories	3.55	0.82	3	Medium
4	The university seeks to improve the university's electronic library services, introduce modern technology to it, and link it to global sources of knowledge	3.35	0.87	2	High
<b>Strategic Excellence Dimension</b>		<b>3.91</b>	<b>0.81</b>		<b>High</b>

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

The results of the analysis of the leadership excellence dimension are clear to us, where we notice that the arithmetic mean reached 3.05, which means that it achieved a medium level of approval from the respondents. This indicates the level of leadership excellence at the University of Adrar. Table No. 07 shows the results of the analysis of the strategic excellence dimension, where the arithmetic mean for this dimension was 3.87, which means that it achieved a high level of approval from the respondents, the fact which indicates the level of strategic excellence at the University of Adrar.

## 2.2. Analysis results of human resource excellence dimension and operations excellence dimension:

**Table 08: Study responses to the dimension of human resources excellence dimension and the operations excellence dimension**

Paragraphs		Arithm etic Means	Standar d Deviati ons	Statistic al Signific ance	Approv al Level
1	The university cares about the employee in terms of development and training	3.25	0.73	1	High
2	The university adopts a fair system of incentives and compensation to encourage employees to excel	3.77	1.04	2	High
3	University services help employees with their problems, find solutions for them, and improve the quality of the work environment	3.80	1.06	3	High
4	Our university gives freedom to employees at various administrative levels to make decentralized decisions and collective participation	3.30	0.92	5	Medium
5	I find the opportunity to express my thoughts and suggestions	3.78	1.02	4	High
<b>Human Resources Excellence Dimension</b>		<b>3.30</b>	<b>0.88</b>		<b>High</b>
1	I discuss processes and activities with staff at the university	3.42	0.91	02	High
2	I follow trust and transparency while maintaining the policy of dialogue between me, the staff and the university	3.57	1.01	04	Medium
3	I have more opportunities in the field of formation and training	3.26	1.17	01	High
4	The university motivates me to be creative and involved in discussing issues related to work and improving the quality to achieve outstanding performance	3.24	0.86	03	Medium
5	I work to help adopt the university's strategic plan	3.24	0.86	05	Medium
<b>Operations Excellence Dimension</b>		<b>3.29</b>	<b>0.83</b>		<b>Medium</b>

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

We can see the results of the analysis of the Human Resources Excellence dimension in the above table, where the arithmetic mean for this dimension was 3.30. This means that it achieved a medium level of approval from the respondents, which reflects the level of excellence of human resources at the University of Adrar.

On the other hand, it demonstrates the results of the analysis of the operations excellence dimension, where the arithmetic mean for this dimension was 3.29, which means that it

## The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University

achieved a high level of approval from the respondents, and it shows the level of operational excellence at Adrar University.

### Fourth: Testing the hypotheses of the study

#### 1. Results of testing the first main hypothesis

The first hypothesis states that there is a relationship between talent management and organizational excellence at Ahmed Draia University in Adrar, with a statistical significance at the level of 1%.

**Table 09: Spearman correlation coefficient for the study axes and the dimensions of each axe**

The Statement	Spearman Correlation Coefficient: Talent Management Axis	Spearman Correlation Coefficient: Organizational Excellence Axis	Sig Level Value
Knowledge Dimension	0.815**	0.610**	0.00
Talents Dimension	0.747**	0.555**	
Self-Perception Dimension	0.935**	0.470**	
Motives Dimension	0.870**	0.487**	
<b>The First Axis: Talent Management</b>	1.000**	0.545**	
Leadership Excellence Dimension	0.477**	0.478**	
Strategic Excellence Dimension	0.107**	0.575**	
Human Resources Excellence Dimension	0.160**	0.825**	
Operations Excellence Dimension	0.580**	0.765**	
<b>The Second Axis: Organizational Excellence</b>	0.470**	1.000**	

\*\* At the level of statistical significance of 0.01

**Source:** Prepared by the researchers based on the outputs of the program SPSS \*23.

The above table shows us the Spearman correlation coefficient for the study variables, where we find that the correlation coefficient between the management of talents and organizational excellence has reached 0.545 in a direct, almost strong way. In addition, the value of the Sig level is less than 0.01 (<0.010.00), and accordingly, we accept the main hypothesis that assumes that there is a relationship between talent management and organizational excellence, with a statistical significance at the level of 1%.

The questionnaire included an axis that includes personal data, and another axis that includes the variable of talent management with its dimensions, while the third axis included the

dimensions of organizational excellence. The questionnaire answers were processed and the stability coefficient was measured.

**Conclusion:**

Through this study, we tackled the role of talent management in achieving organizational excellence at Ahmed Draia University in Adrar. That was based on reviewing the theoretical framework for the study variables, as well as analyzing the axes of the questionnaire, and testing hypotheses based on statistical treatment according to the SPSS23 program for the answers and opinions of the study sample. The study sought to either confirm or nullify the hypothesis of the role of talent management in its various dimensions in achieving organizational excellence at Ahmed Draia University in Adrar.

The questionnaire included an axis that includes personal data, and another axis that includes the variable of talent management with its dimensions. The third axis included the dimensions of organizational excellence. The study processed the questionnaire answers and measured the stability coefficient.

**The Results:**

- There is a direct and strong relationship between the management of talents and organizational excellence at the University of Adrar, with a statistical significance of 1% level.
- Adrar University supports, to a very acceptable level, the variables of the study, and this is what we found through analyzing the results achieved. This fact highlights the extent of the university's interest in managing its talents, and its quest to achieve organizational excellence through that.
- Talent management is considered one of the most necessary administrative tasks, which must be adopted at the level of organizations, and well managed. This is because interest in talents does not only lie in using them, as human resources, but we must also make efforts to motivate and encourage them and give them a greater opportunity to promote the work at the level of the organization.
- Achieving organizational excellence is based on caring for the human element, by stimulating the potential energy in the workers to accomplish the tasks entrusted to them with the most possible mental focus and professional accuracy.
- The fundament for achieving organizational excellence in any organization is based on the view of those responsible for it as a set of interrelated and interconnected processes. This is achieved through a series of activities that add extra value according to the inputs and arrive at the outputs of the various processes.

**Recommendations:**

Achieving the highest level of organizational excellence and optimal utilization of talents requires more work and the usage of modern scientific methods in the administration at the level of Adrar University. This is to achieve more efficient and effective results, in addition to the need to follow various methods to involve the largest number of employees and talents in the decision-making process. Finally, there is the need to submit proposals and recommendations, which enhances the professional belonging of employees within the university.

## The importance of managing competencies as a mechanism for achieving organizational excellence - a case study at Adrar University

---

### References:

1. Khedri , T. (2019). , The Impact of Financial Incentives on Competent Performance, A Case Study of Ain Touta Cement Company-Batna, a thesis submitted for a Doctor of Science degree, majoring in Management Sciences (أطروحة دكتوراة). University of Biskra, Biskra-algeria.
2. Baraq , M., & bin Al-Shayeb, R. . (2004). management and development of competencies in the institution. *قُدّم في* an intervention presented to the International Forum on Human Development and Opportunities for Integration in the Knowledge Economy and Human Competencies, University of Ouargla.
3. Salameh Al-Lozi, M. ., Zuhier Qasim Almomani, R., & Ibraheem Shelash Al-Hawary, S. . (2017). Impact of talent management on achieving organizational excellence in arab potash company in Jordan. *Global Journal of Management and Business Research*, 17(7).
4. Alak Hafez, A.-N., Jassim Muhammad, N., & Saeed Hamad, S. . (2019). The Role of the Integration Strategy and its Impact on Achieving Organizational Excellence. *Dinars Journal*, (16), 198-226.
5. Ahmed Al-Baroudi, M. . (2015). Distinguished Leader and Secrets of Administrative Creativity. Cairo: The Arab Group for Training and Publishing.
6. zarifian, P. (2001). le modele de la competence. paris: edition liaisons.
7. E,C., B. (2013). Framework for the study of relationships between organizational innovation. *the Journal of Creative Behavior*, 31(01), 226-289.
8. beyou, C. (2003). manager les competences. paris: edition.
9. Porter,Leslie ,Steve, Tanner,(2004) ,Assessing business excellence: a guide to business excellence and self\_assessment, second edition, amesterdam, boston: Elsevier Butter worth\_Heinemann oxford
- 10.Sulieman Ibraheem Shelash Al-Hawary, Musa Salameh Al-Lozi, & Reham Zuhier Qasim Almomani. (2017). Impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan. *Global Journal of Management and Business Research*, 17(A7), 15–25
11. Ayyoub Ahmad Alsawalhah, Abdelhaleem Aladwan and Mohamad Almalabah (2020). The effect of human resources management strategies on achieving organizational excellence an applied study on the Jordanian pharmaceutical companies sector. *Dirassat & Abhath: The Arabic Journal of Human and Social Sciences*, Vol 12, Issue 1, 1052-1066.
12. Adrar University website. (2023). Retrieved 02 14, 2023, from Definition of Adrar University: <https://www.univ-adrar.edu.dz>