

Development of competencies at the university libraries: Human Resource of the library of the faculty of human sciences and Islamic sciences University of Oran 1 Ahmed Ben Bella, Algeria

LARBI BENSADJER Miloud

MAMMAD Kheira

MOULAY Ali

Faculty of Human Sciences and Islamic Sciences || University of Oran 1 || ALGERIA

Abstract: This study aimed at cast the light on the strategy of human resources management and the development of competencies in university libraries, with particular emphasize on their importance and their general application, and to examine the steps undertaken by those libraries to achieve their objectives.

The aim of this study is to focus on the importance of managing and developing competencies in university libraries, knowing the requirements that information specialists should have in the information age, and how they apply the competency management strategy, in order to have good results and recommendations for those involved in choosing the best management strategies.

University libraries face challenges, the most important of which are the successive and rapid developments, the knowledge explosion, and the complexity of the work environment, that prompts us to ask the following key question: What is the effective strategy of human resources management in the development of competencies in university libraries?

This study aims at examining an important human resource theme, which seeks to develop the competence of the human element and to provide it with a qualification to cope with modern day, and to provide it with scientific expertise and skills to gain the required qualification that enables it to move forward to the appropriate professional and social life.

In order to reach satisfactory results, we have made four important hypotheses, since competency in university libraries is a strategy, the university library as a scientific research institution that can implement a competency management strategy, and the management of human resources can exploit its competencies by developing clear management plans and working to attract and maintain competencies by constantly monitoring and evaluating their performance. Human resources management at university libraries can develop staff competencies with ongoing training, guidance and motivation. In our study, we relied on the descriptive- analytical approach, which is based on the description and analysis of phenomena, to reach conclusions and to prove the validity of this investigation.

Results of our study suggest, good social ties and human relations enhance understanding among staff within the library, which positively reflects the workflow in the first place, however the regular and periodic training programs help improve the services of the university library, and the management at three levels and the human resource as being the most important resources of the university library.

Our findings suggest that competencies are important in human resources as well as polarization and evaluation performance, as well as to develop their competence through training and motivation. Moving from individual to a team competence, and to shift from specialization to multi- competency in all jobs, making the development of competencies a priority of management strategy.

Keywords: Human resources management; competency management; university libraries.

تطوير الكفاءات بالمكتبات الجامعية: المورد البشري لمكتبة كلية العلوم الإنسانية والعلوم الإسلامية- جامعة وهران 1- الجزائر

العربي بن حجار ميلود

ممام خيرة

مولاي علي

كلية العلوم الإنسانية والعلوم الإسلامية || جامعة وهران 1 || الجزائر

المستخلص: هدفت هذه الدراسة إلى لفت الانتباه إلى أهمية إدارة الكفاءات بالمكتبات الجامعية والعمل على تطويرها، مع معرفة المتطلبات التي ينبغي توفرها لاختصاصي المعلومات للنجاح في عصر المعلوماتية، والتعرف على مدى تطبيقها لاستراتيجية إدارة الكفاءات، ليتم الخروج بنتائج وتوصيات قد تفيد المعنيين باختيار أفضل استراتيجيات الإدارة للمكتبات الجامعية تواجه تحديات أهمها التطورات المتلاحقة والمتسارعة والانفجار المعرفي فضلا عن شدة تعقيد بيئة العمل، لهذا حاولنا تجسيده انطلاقا من السؤال الرئيسي التالي: ماهي الاستراتيجية الفعالة لإدارة الموارد البشرية في تطوير الكفاءات بالمكتبات الجامعية؟

تكمن أهمية الدراسة كونها تبحث في أحد المواضيع الهامة المتعلقة بالموارد البشرية، التي تسعى إلى تطوير كفاءة العنصر البشري ومنحه تأهيلا يتماشى ومتطلبات العصر التي تزايد يوما بعد يوم، وتزويده بالخبرات والمهارات العلمية ليكتسب التأهيل المطلوب الذي يمكنه من المضي قدما للحياة المهنية والاجتماعية المناسبة.

للوصول إلى نتائج مرضية طرحنا أربع فرضيات مهمة، كون الكفاءة بالمكتبات الجامعية تعتبر استراتيجية، المكتبة الجامعية كمؤسسة بحثية- علمية يمكن تطبيق استراتيجية إدارة الكفاءة بها، كما يمكن لإدارة الموارد البشرية أن تستغل كفاءتها بوضع خطط واضحة في الإدارة والعمل على استقطاب الكفاءات والمحافظة عليها وذلك بمتابعتها وتقييم أداؤها باستمرار، يمكن لإدارة الموارد البشرية بالمكتبات الجامعية أن تطور كفاءات الموظفين بالتدريب المستمر والتوجيه والتحفيز.

اعتمدنا في دراستنا على المنهج الوصفي- التحليلي وهو منهج يقوم على وصف الظواهر وتحليلها؛ للوصول إلى استنتاجات تمكن من إيجاد حلول لمشكلة ما.

خلصت الدراسة إلى مجموعة من النتائج أهمها، حسن الروابط الاجتماعية والعلاقات الإنسانية يعزز التفاهم بين الموظفين داخل المكتبة مما ينعكس إيجابا على سير العمل، كما أن برامج التدريب المنتظمة والدورية تساعد على تحسين خدمات المكتبة الجامعية، والإدارة بمستوياتها الثلاث بدأت بالنظر إلى المورد البشري على أنه أهم موارد المكتبة الجامعية.

بناءً على النتائج المتوصل إليها تم تقديم التوصيات والتي يمكن أن تفيد المكتبات الجامعية. حيث إن نجاح المكتبة الجامعية يعتمد على الكفاءات في المورد البشري، والتعرف أكثر على واقع ممارسات إدارة الكفاءات كالاتقارب والتقييم، واهتمام المكتبات الجامعية بتطوير كفاءتها من خلال التدريب والتحفيز، مع الانتقال من التركيز على كفاءة الفرد الواحد إلى التركيز على كفاءة الفريق، وكذا تغيير الاتجاهات من الاعتماد على التخصص إلى مبدأ الكفاءات المتعددة في جميع الوظائف، وأخير جعل عملية تطوير الكفاءات من الأولويات التي تقوم عليها استراتيجية الإدارة.

الكلمات المفتاحية: إدارة الموارد البشرية، إدارة الكفاءات، المكتبات الجامعية.

INTRODUCTION

Libraries of all kinds, including university libraries, are essential to building a civilized and educated society, based on services that are closely linked to information, the main engine of which is their delivery. In contrast, an institution like other institutions that needs good organization and successful management to function and provide services, to meet the needs of its beneficiaries, to function and to

achieve the purpose of its existence; and to require effective and informed human resources capable of doing all the best. The successful library, many asserts, achieves excellence and high levels of performance, only by giving great importance to competencies through meaningful and effective management.

The university libraries have to adopt ideas of principles and orientations of new management thinking, based on efficiency as a strategy and model of organization and management, and develop strategies to attract and develop competencies to achieve excellence, and those who exploit these competencies to achieve added value that enables them to compete with their counterparts in libraries.

In this sense, our study was entitled developing Competencies at the University Libraries: The Human Resource of the Library of the Faculty of Humanities and Islamic Sciences, University of Oran 1.

STUDY PROBLEM

Today, university libraries face many challenges, most notably rapid technological developments, cognitive explosion, and the complexity of the work environment, yet they try to achieve their goals, and ensure that they remain and perform their tasks. This is done only through the optimal use of its human competencies, especially after it realized that it is the latter that contributes to its progress, and the results that it will gain through adopting a management strategy based on the exploitation of these competencies. This is what we have tried to show in this study from the following key question: What is the effective strategy for human resources management in the development of competencies in university libraries?

STUDY HYPOTHESES

The following hypotheses are given:

- The strategy of managing competencies is the key to the development of university libraries.
- Like other institutions, the University Library has a competency management strategy.
- The new system is designed to provide an environment in order to develop human resources through comprehensive system.
- Management of human resources at university libraries can develop competent staff with continuous training, guidance and motivation.

IMPORTANCE OF STUDY

The importance of this study is that it examines one of the important topics related to HRM in university libraries:

- It seeks to develop the efficiency of the human element and to provide it with a qualification in order to cope with modern day requirements

- Providing scientific expertise and skills and to develop competencies to move forward to an appropriate professional and social life.
- In order to highlight the importance of this topic i.e., HRM in university libraries that one has to raise concern as to how to apply it scientifically in real world
- It is as well an attempt to enrich the studies that dealt with the management and development of competencies in university libraries.

STUDY OBJECTIVES

The study aims to:

- Drew attention to the importance of managing and developing competencies in university libraries.
- Knowing what one has to provide to information professionals to succeed in the information age.
- See how well university libraries are implementing the competency management strategy.
- To come to term with better management strategy

STUDY METHODOLOGY

our study is descriptive- analytical approach, based on analytical methods, to gather sufficient and accurate information on a specific phenomenon, topic, or time period, in order to obtain scientific results and then objectively interpret them in accordance with real data of the phenomenon (DEOUIDERI, 2000, P183), the descriptive method is not only to describe the phenomenon and to gather information and data about it, but to classify, organize and express it quantitatively and qualitatively to understand how this phenomenon is interrelated to other phenomena (ABIDATE, 1984, P188), its primary objective is to assess a particular situation for practical purposes (ABIDATE, 1999, P46), he is also trying to predict what the phenomenon will be in the future (MAROUANE, 2000, P40), our choice of this approach is to obtain adequate and accurate information and to contribute to the analysis of the phenomenon of developing the competencies of the human resource in university libraries, with a set of practical suggestions and recommendations that could guide social policies and related activities (KANDILDJI, 1999, P105), it is also the most appropriate approach in this area of study unlike any other approach (ABED EL MOUMEN, 2008, P287).

LIMITATION OF THE STUDY

- **Place of study:** The field study was conducted on the Library of the Faculty of human sciences and Islamic sciences of the University of Oran 1 Ahmed ben Bella, USTO Complex + Belgaid.
- **Time limitations:** We completed this study during the 2019- 2020 university seasons.

- **Human limitations:** The study was limited to a particular community that included the library's official and librarians at the library of the Faculty of human sciences and Islamic sciences, Oran University 1 Ahmad Ben Bella, the USTO Complex + Belgaid, the Secretary- General and an official with the rank of chief administrative officer of the Staff Department of the faculty.

REASONS FOR CHOOSING A TOPIC

The reasons for choosing the topic of study varied between objective and subjective reasons:

Objective reasons:

- Knowing different procedures for management strategies in university libraries.
- Highlight the importance of the management and development of competencies in university libraries.
- Try to identify the various difficulties faced university libraries.
- Try to find out lacks and weakness of university libraries and find ways to improve them.

Subjective reasons:

- The great potential of library and how to change its image to the best to cope with technology and development by making the best use of all the human potential through good and effective management.
- As librarians we seek to develop this profession and library in its own right.
- Raising personal opinions to this topic because of its administrative management of the university library.

PREVIOUS STUDIES

Some studies on competency management:

Study No 01: The first study by AHMED Ibrahim, "Human Resources Assessment and its impact on the marketing of information services in Libraries University", this study was Magister thesis in the Scientific Department of Information, Mantori – Constantine University 2007, In this study, the researcher examined the evaluation of human resources and its impact on the success of university libraries in marketing services, so the research aims at evaluating human resources and its impact on the successful marketing of information services in university libraries?

Study No 02: The second study by LAADRAE Bencharef "Management of Competency and its role in the knowledge management in institution" Magister thesis in Library Science, The Department of Information and knowledge Management, University of Mantori- Constantine 2009, the importance of managing specialized competencies as a counterpoint requirement of a knowledge economy based on

organizational skills development. I found that the application of efficiencies requires the strong, continuous, and visible support of the institution's top leadership, and to motivate individuals to be more efficient to encourage them to be creative and innovative.

Study No 03: The third study by BENDRID MOUNIR, entitled "Human resources management strategy in the Algerian public institution: Training, incentives: Field study of the regional Directorate of Electricity Transfer- Sonelgaz- Anaba", is a Magister thesis in the Sociology: in the area of development and HRM (Algeria) in 2010, this study suggests that, specific strategy and studied plans are crucially important for the aim of ideal training and motivation, , foundations and methods that are based primarily on the identification of training needs and evaluation of the training process with a focus on a serious and effective design of the incentive system.

Study No 04: The study of MASNSOURI Kamal and SOLEH Samah, "The Management of competencies, conceptual framework and approaches in major areas" in the Journal of Economic and Administrative Research, the seventh number, 2010, Through this study, the researchers tried to highlight the conceptual framework for the management of competencies and their major areas that comes up with different results, the most prominent of which are: Competence has three dimensions: Knowledge, scientific knowledge, behavioral knowledge, most prominent competency classifications: Categorize individual competencies, group competencies, strategic or core competencies that represent competitive advantage based on resource theory. Managing competencies' role in designed activities to optimize the use and development of individuals and groups to achieve the organization's mission and improve the performance of individuals through path development activities, , hiring, selection and recruitment.

Study No 05: By RAHIL Asia, entitled "The Role of Competencies in achieving competitive advantage", is a Magister thesis in the Department of Business Administration Boumerdes University (Algeria) in 2011, this study in particular aims at exploring how enterprise exploits its internal resources, especially HR, to achieve competitive advantages based on the sources that are created The competitive advantage of the Organization was that the human resource was one of the most important resources The organization is considered The primary engine of its activities and a organizational performance is considered as key to development.

Study No 06: by BADI Jamal, "Human Resources Development in University Libraries under Comprehensive Quality Management: Mohammad Kheider Baskra University Library" in 2013, the researcher addressed the methods of human resources development and the role the researcher plays in Comprehensive quality management in the development and development of HR in university libraries.

The main purpose of this study is:

- To highlight overall quality management as a modern management style. Its requirements and tools.

- It is an attempt to familiarize individuals with the concepts of human resources development and to make it primary mover for development.
- To have an insight and to open new window to modern management methods such as comprehensive quality management.

General comment on previous studies:

It is clear from the outset that our study is an attempt to move in the same direction, but it differed in orientation because it focused on managing the HR and developing the competencies in university libraries, i.e., about a service information institution. However, fields of research that we survey library and information science, there is a difference in the way of research, most of them focused on promotion and employment, and the laws of library science division. In addition to the fact that our study is modern and up to date, with regard as well that there are changes that have taken place in recent years in this area of study, i.e., library and information science with particular emphasize to university library management, which is new study and conducted for the first time in library of the faculty of humanities and Islamic sciences.

REVIEW OF LITERATURE

The University Library is a cultural institution that helps provide academic and scientific information to beneficiaries, users and researchers alike in various areas and disciplines; it requires material and human potential to achieve its objectives and functions. One of the most important elements of productive work is the human component of libraries, a key hub and an effective tool for reaching their goals and achieving a higher performance. It can be said that, whatever material, technological and organizational resources are available to the Library; it remains merely a raw material that have to be available for investment in order to serve the purposes of the Library and to serve its beneficiaries. Investment in this sense in HR is therefore more important than other resources.

More over university library is traditionally defined as is a cultural, educational, and scientific institution that serves a community of students, professors and researchers by providing them with the information they need in their studies and research and this is through books, periodicals, references and other information sources; which is formerly classified, indexed, and updated to facilitate access to information (SAID, 2009, P11), organization is very important in any institution, and the university library-like other institutions- needs good organization and successful management in order to function effectively. The importance of administrative management is that every staff member of the library knows what activities and work to do and to put it in the right administrative management, and designing that every employee knows the nature of his or her job and relationship with their subordinates and colleagues at work. While providing the means by which individuals working in the library can work efficiently with

each other in order to achieve the goals and unite their efforts (OUAIL, 2012, PP62- 63), Others suggest: "so individuals' efforts that come together different disciplines, and then coordinating these efforts within the company, body, or interest or the purpose of facilitating the task of management and enable it to increase productivity. And achieving the common and general goal of any given organization"(HAMID, 1994, PP123- 124).

There is misconception though about the term human resources which is seen only as means and that individuals with their own people are resources, however this is far more than that meaning that individuals are armed with resources, i.e. they have resources, such as skills, talents, knowledge, qualifications, experience, and cultures. Organizations do not need individuals as individuals, but they need the characteristics, features, and capabilities to perform better and to carry out their work and activities in order to achieve their goals and objectives. It is HR that have the competencies and capabilities to perform the functions and functions of organizations of their types, forms and sizes (EL HALALAT, 2016, P27), HRM is seen as a process to all the human resources that an organization needs to achieve its goals, including the acquisition, supervision, maintenance, and management of such resources to achieve and develop the Organization's goals (BARNOUTI, 2007, P217).

The definition of human resources management is the central focus of the organization's relationship with workers, aimed at achieving their goals and objectives through special activities and programs to attract, recruit, develop, evaluate and maintain human resources.

The term efficiency is among the most commonly used terms in our day today educational, professional and social life, The definitions that I aim to cover in this context are numerous as a result of the different visions and scholars in this subject, and it was defined by a specialists and experts in the administration and development of competencies, Boterf, as: The ability to mobilize, mix and coordinate resources within a specific process for the purpose of achieving a specific outcome, that are recognized and assessable and can be individual or collective. The French professional group Medef has defined it as: A combination of knowledge, skills, experience and behaviour practiced within a specific framework observed through field work and is accepted. Therefore, organization must therefore identify, evaluate, accept, and develop (KACHAT, 2017, PP299- 300).

The concept of competency management meant the activities dedicated to the optimal use and development of individuals and groups to reach any institution given goals, and to improve the performance of individuals with a view to using and developing the current competencies improving activities, organization and recruitment etc those are ingredients that improve enormously the organization performance (MANSOURI, 2010, P55), It is therefore a set of procedures and tools that allow the organization to acquire, enhance and organize the skills required to cope with current changes, today and tomorrow, and this is at the level of individuals and groups, including objectives, strategies, culture, structure and specific technical means (ZA'ARAH, 2019, P384)

The conclusion that we could put our hands on in this investigation is that competency management is the activities and the engine in evaluating skills, knowledge and performance within the organization, i.e., developing and investing employee competencies is important to achieve goals and ensure growth.

FIELD STUDY PROCEDURES

DEFINING STUDY LOCATION: FACULTY OF HUMAN SCIENCES AND ISLAMIC SCIENCES, UNIVERSITY OF ORAN 1

The Faculty of Humanities and Islamic Sciences was established by Executive Decree N°. 14- 262, dated 22/09/2014 amending Decree N°. 84- 211 of 18 August 1984 concerning the organization and conduct of the University of Oran, and includes the formation at the college level in the field of human and social sciences, which is divided into two branches, a branch of human sciences. The University of Mohammed Boudiaf (U.S.T.O- Al Sabah district), opened during the 2006- 2007 academic year on Tuesday 16th of Rajab 1428, corresponding to 31th of July 2007, the branch of Islamic science, located in the new headquarters of the college located in the university pole of Belgaid, was officially inaugurated by the minister on Monday Safar, 15, 1441, corresponding to October, 14, 2019.

DEPARTMENTS OF THE FACULTY

-  Department Library Science.
-  Department of History and Archeology.
-  Department of Islamic Civilization.
-  Department of Islamic Science.
-  Department of Information and Communication Sciences.

ABOUT THE LIBRARY OF THE FACULTY OF HUMAN SCIENCES AND ISLAMIC SCIENCES

The Library is divided geographically into two sections according to the above- mentioned division and according to the departments of the Faculty (Islamic Science- Human Sciences).

Library of the branch of human sciences was established, with the establishment of the new USTO College complex in 2007, has been able to gather the three libraries of departments, each having its own library, responsible for the decisions of the acquisition of the libraries of USTO Library and the Belgaid Library as the central library of the college and the office of the library administrator.

Library of the branch of Islamic sciences came from the National Institute of higher Education for Islamic Civilization from the University of Oran in mid- 1989, which has begun to evolve and increase readership requirements both in terms of information balance and in terms of work tools (Guide to the National Institute of higher Education for Islamic Civilization, 1992- 1993)

Study Sample: (see table 3 below) The clear identification of the study sample is necessary, because it helps in determining the optimal scientific method for studying this community, and given the small sample of this study, we decided that the sample includes all its members, represented by all the librarians working in the Faculty of human sciences and Islamic Sciences, University of Oran 1 Ahmed Ben Bella, who are estimated by 29 A librarians and library responsible, thus their total number becomes 30 individuals who have the ability to give more information about how to manage human resources in the university library.

The potential of the Faculty of Human sciences and Islamic Sciences Library: The physical and human potential plays an important role in the good management the library, and it brings the reader and improves the relationship library and its users

Physical capabilities: The library has rich, varied and good quality furniture, including bookshelves, magazine a collection bookcase, chairs and tables, staff desks, and a large number of computers, both for staff and students, for automated research. In addition to its rich and valuable assets shown in tables (1) and (2)

Table (1) The assets of the Islamic Science Branch Library

Information sources	Islamic Science Library
Number of books	Not specified
Number of theses (Magister + PhD)	909 thesis
Number of journals	86 titles (1358 copies)
Number of dictionaries + the encyclopedias	Not specified

Through Table N°: 01, we note that the library's asset of books, dictionaries and encyclopedias is not specified despite the library's progress. The book is a collection of books that have not yet been processed from the year 2015 to 2020, and which have not yet been classified, indexed, and not yet written. There are also unwritten and untreated books dating back to 2000. The number of encyclopedias and dictionaries is not specified because they are classified on the basis of books and placed in bookcase. These staff is about to:

- Reclassify and arrange a book as the current assets is not complete.
- Set the number of addresses and the number of copies in the library.
- Counting the number of books given from other parties.
- Separate books from dictionaries and encyclopedias.
- Allocate one room for periodicals

Table (2) The balance of the Library of the department of human science

Sources of information	Number of titles in Arabic	Number of titles in foreign language
Books	7911	4778

Sources of information	Number of titles in Arabic	Number of titles in foreign language
Different sources available		
Different sources	991	284
Annals	13	21
manuals and indexes	52	95
Atlases	22	39
Bibliographies	17	350
Seminars and colloquia	81	121
Islamists	241	/
Literature	34	/
Historical sources	623	44
Other sources	222	/
journals	122	139
Dictionaries and encyclopedias	833	429

We observe rooms are provided with Islamic and literature sources and it is situation where someone asks for book the answer of librarian is that all sources of library of human sciences are not available and the reason is that staff are going to reclassify and rearrange it. We can say that the library cannot solve the problem of dealing with classification and restoration in order is more performant (IBRAHIM, 2012, P 232)

Human potential: The human component is the driving force in library in various activities, whether technical or administrative, to achieve its main objective, and only serve its users. The College Library is run by a group of staff shown in table 40 at their rank, as well as by the library responsible attached to university librarian second level.

Table (3) The number of staff in the faculty of human sciences and Islamic sciences library is shown by rank

Rank	Library of the Islamic Science Branch	Library of the Human Sciences Branch
Level 2 attached to University Libraries	04	02
Level 1 library assistant	05	08
Assistant for University Libraries	02	04
Technical assistance in university libraries	01	00
Administrator	00	01
Data archiving assistant	00	01

Rank	Library of the Islamic Science Branch	Library of the Human Sciences Branch
Writer	01	00
A first- level worker	01	01
Normal works worker	00	02
Guard	01	00
Total	15	19
Grand total	34	

DATA COLLECTION TOOLS

Observation: The process of gathering information by observing people or places is considered to be the most important means of research through which the truth can be discovered and investigated (Al damine, 2007, P 94) and this tool has allowed us to describe the surroundings of the library

Questionnaire: We distributed 20 questionnaires to the college's library workers, and 9 questionnaires were sent through e- mail because of the Covid- 19. And 4 out of 9 questionnaires were answered however and 5 workers did not answer even though we tried to call them and we got no answer. (See Appendix 01)

Table (4) represents the number of questionnaires

Questionnaires	Number	%
Returned Q	24	83
Lost	05	17
Total	29	100

DISCUSSION

View and analyze Study Results:

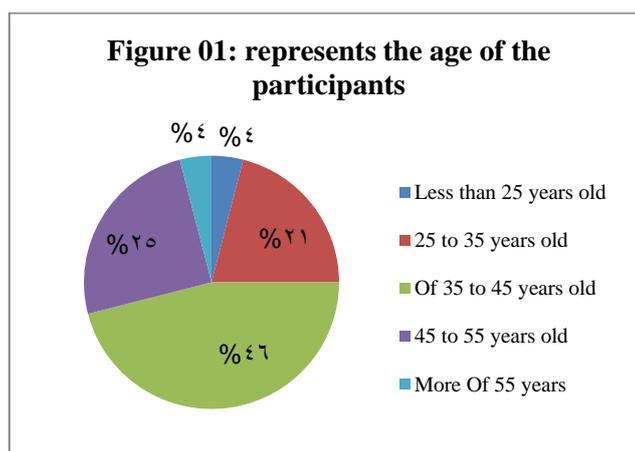
First part: Personal data: Gender

We note that percentage of females is more likely to be 71% which is more than male with over 29% and this result indicates that the library profession is for female par excellence according to our opinion, this is due to the nature of the field of library science, which falls within the field of human sciences, which defines feminine tendencies in university studies, and it is preferable if the proportions are close between the two genders, since library work requires muscular effort.

Table (5) Represents the age of the participants

Age	Accurate F	Relative F
Less than 25 years old	01	04

Age	Accurate F	Relative F
25 to 35 years old	05	21
Of 35 to 45 years old	11	46
45 to 55 years old	06	25
More Of 55 years	01	04
Total	24	100

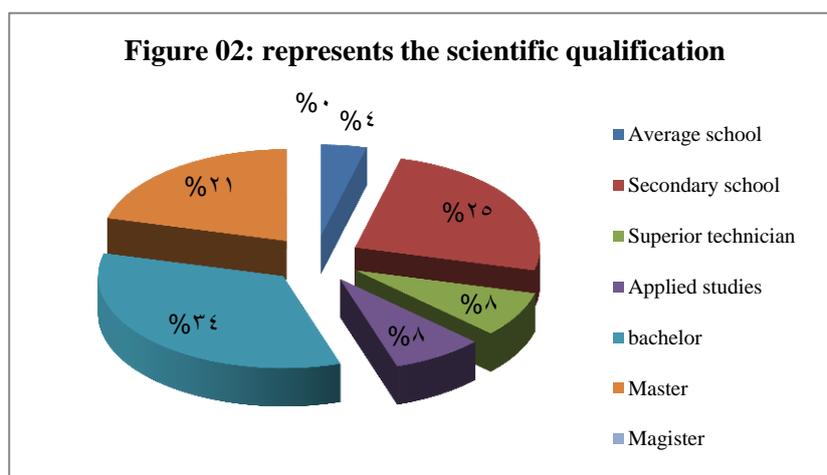


Age plays a significant role in terms of performance and affects individual's effectiveness in their duties, and through the results shown in Table (05) and Figure (01) We note that the age of the sample is generally medium, with the majority of individuals between the age of 35 and 45 years with over 46% and 25 to 35 years with over 21%. And under 25 years of age with over 4% however their total is 71% it shows that these energies were still young and could do much for the library. Between 45 and 55 years is represented by 25% and over 55 years is estimated by 4%, and the total is 29%, this category can also benefit from its experience in guiding and training staff who do not have work experience.

- **Scientific qualification of sample members**

Table (6) Scientific qualification of sample members

Scientific qualification	Accurate F	Relative F
Average school	01	04
Secondary school	06	25
superior technician	02	08
Applied studies	02	08
Bachelor	08	34
Master	05	21
Magister	00	00
Total	24	100

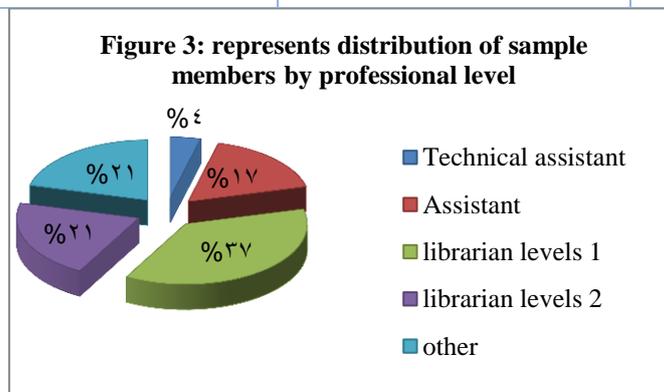


The results of Table N°:(06) and Figure (02) show that the majority of the sample members hold a Bachelor's degree by 34% whereas 21% have a Master's degree and 8% have a Certificate of applied Studies, and 8% represented by technicians that come from other institution. While 25% of this community comes from high school and about 4% from secondary school. We conclude from the above that the majority of respondents have a university level, which indicates that the higher proportion of the sample has education and qualification required for librarianship.

- **Professional level:**

Table (7) Distribution of sample members by professional level

Professional level	Accurate F	Relative F
Technical assistant	01	04%
Assistant	04	17%
Librarian levels 1	09	37%
Librarian levels 2	05	21%
Other	05	21%
Total	24	100



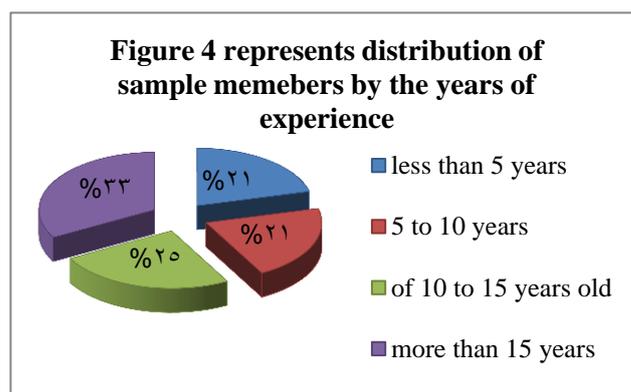
According to Article 60 and Article 61 of the Official journal of the Algerian Republic Issue 31 in 2010, and according to the results of Table (07) shown in Figure (03), we come up with the following that

the university librarians, which includes the rank of university library attaché, first level, and the second level, is estimated by 58%, followed by the university library assistants by 17%, which is a small percentage compared to documentalist. Concerning the technical staff of the university library are more likely to be weaker with over 4% Compared to the library's needs and the reason this category performs a set of basic tasks in the Library. As for the technical assistants for the library is nonexistent. As for 21% of the sample, their ranks differed between data archivist, writer and first level professional worker and guard.

- work according to years of experience:

Table (8) Distribution of sample members by work- based years of experience

Years of experience	Accurate F	Relative F
Less than 5 years	05	21%
5 to 10 years	05	21%
Of 10 to 15 years old	06	25%
More than 15 years	08	33%
Total	24	100%



The results of table 08 show that the proportion of professional seniority i.e., years of experience of the sample is more likely to vary with the majority in the field for more than 5 years and sufficient time to know and adapt to library job. Only 21% are less than 5 years old. Professional seniority is an important element, and its role lies in developing skills and building up expertise in such a way that the information specialist is more able to adapt to and develop the environment in which he works.

Second part: Human resources management and the development of competencies in university libraries

- Is your scientific qualification in accordance with the field of library science?

The majority of the respondents are specialized in library science, and that is a positive indicator because most technical work in libraries requires specialization in library science, while 21% of the sample is specialized in librarians and they can do other work.

- Does the Library provide a training and course for its employees?

Estimated by 100% those who suggest that there is training in the field of library science are more likely to reach 100%, one can say they are about to pay considerable attention to the training in order to increase the performance and development of the staff.

- Did you benefit from training and other means of instruction?

we come up with following 87% are more likely to take advantages from education and training courses, while only 13% that is to say 03 out of 24 of our participants did not benefit from these courses, that means training and other means of instruction allow the employee to acquire the competence and skills necessary to carry out all the tasks and solving problems. It also allows him to develop in order to cope with the changes that occur in his work environment in this information age.

- Does this reflect on your performance at work?

Shows that 62% of the trainees have a positive impact in terms of performance, and 38% of the beneficiaries have not.

If yes, how? What we could put our hands on is that those who took part in this training reflect their work performance and we could point out the following:

- Improve performance at work and develop skills.
- Good control of the library management software.
- Learning about the latest advanced technologies that information organizations are working with.
- Training and other forms of instruction are powerful motivation to have good outcomes.

- How are these courses selected?

The above table shows that 54% of our participants answered by position, 17% by seniority, and 8% by efficiency, 21% answered that university education is required to obtain a short- term tuition outside the country.

- Do you want to be excellent in your job?

Show 96% is more likely to be unique and to work smarter at work while 4 % are less likely to express this opinion

- If yes, how is this done?

Table (9) How an employee seeks to work smarter in their work

Choice	Relative F	Accurate F
working on time without delay	03	13%
Doing more personal capabilities to get creative with your business	00	00%

Choice	Relative F	Accurate F
Exploiting personal capabilities to get creative with your business	02	09%
All choices	18	78%
Total	23	100%

Table (9) shows that presumably 78% are more likely to do their work on time, use their personal abilities to innovate, and communicate with their colleagues to improve their performance and only 13% of respondents do the work on time without delay, and 9% of the sample members discuss with their colleagues to improve their performance. The most important result is the good work and the best performance.

- Do you have a good relationship with your surroundings at work?

Shows that 100% of the sample has a good relationship with their co-workers, with effective communication which reflects positively on the work place.

Are you satisfied with the communication style between the library administrator and the employees?

Table (10) Employees' satisfaction with the way the administrator communicates with them

Choice	Accurate F	Relative F
Yes	22	92%
No	00	00%
Somewhat	02	08%
Total	24	100%

From the table (10) one can have glimpse that the majority of employees are satisfied with their communication with the administrators, and that is 92% meaning 22 out 24 answers with Yes and over 8% of employees are somewhat satisfied. This is a good indicator of the good functioning of the library. The more the employees are satisfied with their communication, the more effective it is in their performance.

- Does library administrator accept creative and innovative ideas?

That 92% of respondents answered those innovations has crucial role to play amongst staff, while over 8% were not satisfied with creation and innovation. Library motivates them to be more creative and brilliant in workplace to take decision and to solve problems.

- Do competencies interest library administrators?

with regard to librarian's competencies shows that 92% of respondents answered that librarian's care about stimulating competencies with the vast majority estimated by 22 whereas 4% of them believe developing competencies is not their main concern however the same rate of about 4% believe that librarians come to term sometimes with the idea of developing competencies. Staff however have significant role in developing competence and performance.

If yes, how do we approach that?

Respondents believe that librarians want to develop their competencies in the first place and that motivation and positive attitude is crucially important to perform better in training in order to develop their skills to be competent performers.

- Is motivation a driving force in work place?

100% believe that motivation is driving force to improve individual's performance and excellence, because motivation differ in this sense from financial motivation that is the equivalent of performing the work required, which is an important tool too in the hands of the management leaders of any organization to take advantage of the skills and competencies of its employees.

If yes, what kind of motivation?

Table (11) different motivations that affect employee performance

Choice	Accurate F	Relative F
Material motivations	00	00%
Moral motivation	08	33%
Material motivations +moral motivation	16	67%
Total	24	100%

Table (11) represents the types of motivations that make an employee perform better, 67% of respondents favor both material and moral motivation, while the remaining 33% prefer moral motivation, and therefore become more productive when they are motivated. This can be explained by the fact this has an important role to play in influencing employees' performance, whether they are material (promotions, for example) or moral, such as a sense of respect.

- Did you get an improvement?

Shows that the majority of employees did not receive promotions during their career and were estimated about 71%, and only 29% of employees get promoted, which are subject to the public job laws and have nothing to do with the management of the library and college.

If yes, how?

Table (12) How employees get the promotions

Choice	Accurate F	Relative F
On the basis of the certificate	01	14%
On test basis	02	29%
On a selection basis	04	57%
Others	00	00%
Total	07	100%

The results of the table (12) illustrate that 57% of those who received promotions were selected for the job in the first place, 29% of the sample population received a test-based promotion and 14% were on a certificate-based upgrade. All such promotions are performed only when there are vacant posts and are subject to the laws of the public function.

- How do you think the competency development strategy is being applied in your library?
It was an open question to allow employees to express their opinion freely and without restriction, and all the samples met with the same answers therefore we have the following:
 - Appreciation of the knowledge and ideas of the staff.
 - To give the employee opportunities to innovate and express his or her personal opinion on the job.
 - Respect and with no discrimination on the basis of the position.
 - Develop the cognitive and scientific side of the human element.
 - Employee's evaluation and encouragement.
 - To take care of education, training and renewal of staff information.
 - Expanding the powers of the library administrator as the first supervisor of employees.
 - Motivate employees.
 - Staff participation in decision-making.
 - Focus particular emphasize on human resource as crucial components which plays an important role and function.

ANALYSES OF DISCUSSION

The conclusion of the discussion was that:

- 71% of library staff is female.
- 63% of staff are university-level.
- 71% of library staff is young.
- Improved social and human relationships enhance understanding among staff within the library, which positively affects the workflow.
- 100% staff stated that the library performs internship session and training.
- 87% of employees benefited from internship and training sessions.
- 92% of employees confirmed that innovative ideas and innovations are accepted by their employers and managers.
- 92% of staff said manager cares about their motivation
- All respondents confirm that motivations are a factor in being smarter in the workplace, both physical and moral.
- Regular and periodic training programs help improve the services of the university library.

- The three levels of management began with the HR being seen as the most important resource of the university library.
- Initiative interest in developing, training and motivating employees.
- University Library in the recruitment and promotion process is based on the laws of the public function.

RESULTS:

This study aims at responding to a problem: What is the effective strategy of human resources management in developing competencies in university libraries? as well as goals and importance and by studying and suggesting hypotheses for the aim of validating our finding, however our analysis explains that our investigation raises concern that the library of the Faculty of Humanities and Islamic Sciences is still in the process of rebuilding and reorganizing, and shifting from one strategy to another in terms of improving performance and to open new window on focusing on the human resource and exploiting its knowledge and capabilities and in turn we came up with following results:

- We found that the strategy of managing competencies in the university library in the Faculty of Humanities and Islamic Sciences has been put into effect, because of the public affairs officials' awareness of the interests of the faculty in general and the library in particular, its role and its contribution in upgrading the HR level, expanding its schools and developing its professional skills in the university library. It is also a tool to create a competitive advantage of its kind and thus to set the foundation for the development of a university library. This proves the validity of the premise that the competency management strategy is the core of the development of university libraries.
- The University Library is an institution like other institutions, and the strategy of managing the competencies can be applied in order to provide the proper atmosphere, and investigating the Library of the Faculty of Humanities and Islamic Sciences. We are keen to increase the level of staff in terms of providing training courses both at home and abroad in order to improve their level and to renew their knowledge, which is reflected in the performance of the work, and putting the competency management strategy into practice is at heart of what makes it effective and institution.
- the ongoing evaluation of performance can make everyone working and responsible for the university library to solve problems, acquire new experiences, know the strengths and weakness of each employee, finding better ways to solve them in the first place and evaluating them, it is possible to know the competent employee from others and thus motivate them, to perform better in the work place. To acquire more knowledge to be more innovative.

Guidance, change and transformation are necessary in developing the competencies of the University Library, since the Library must be guided and provided with the training, and improve and

enhance creativity and professional abilities of the employee, i.e., to make more creative at work. This is what the Secretary- General of the Faculty of Humanities and Islamic Sciences explains to us through our interview, and that human resources management has to be monitored in university libraries in order to develop staff competencies with training, guidance and motivation.

SUGGESTIONS

Based on the findings, we make some recommendations that can be used by libraries in general and university libraries in particular:

- Making the development of competencies one of the priorities of the management strategy, by ensuring university librarians should have an intensive training courses both at home and abroad for instance going to some other countries and we take for granted that today is changing digital environment that requires us to increase performance, improve efficiency and improve quality of job environment. The shift from focusing on individual efficiency to focusing on team efficiency, as well as changing trends from specialization to multicompetency.
- The University Libraries should focus on developing their competencies through guidance, training, and motivation, without forgetting that education is the most important factor motivating workers to develop their information literacy, but the individual's driving force is the most important and at the heart of developing these abilities competencies.
- Doing efforts and focusing on competency management practices such as recruitment and evaluation, and this is by studying the most important difficulties and challenges that face university library workers and developing their competencies and this is through raising the officials' awareness that the success of the university library depends entirely on the competencies of its HR.
- The University Library has developed the competence of its HR to provide appropriate equipment and materials and use technological advances and to create databases and a library website in order to facilitate its use.
- Studying thoroughly individual's performance and applying those concepts by developing competencies and defining their needs accurately to ensure good result and solving problems, while investing in the development of competencies and providing organization with know- how and knowledge.

CONCLUSION

At the end of our investigation, we can say that the management and development of competencies in university libraries is modern approach in human resources management, seeking to make the best use of human resource from employment to assessment, training as well as to direct and

stimulate for the purpose of development to cope with effects of globalization and more importantly with the field of library and information science. Undoubtedly the wise management of these competencies achieve satisfaction, commitment and dedication to work and build creativity, and this is what we were aiming at from the outset as well as what I adopted and worked on and getting interested in is library and department of the Faculty of human sciences and Islamic sciences; By applying it to the management strategy and developing its competence and ongoing training to cope with the modern technology in general and the field of library and information science in particular and this is what we could conclude and prove in our field work in this investigation.

REFERENCES:

- ABED EL MOUMEN A. M. (2008). Research in Social Science: The brief in fundamentals, approaches, and techniques. Benghazi: University Publications October 07
- ABIDATE D., ADASSE A., KAYED A. (1984). Scientific research: Its concept, tools, and methods. Dar el fikre.
- ABIDATE M., ABU NASSAR M., MIBYADAYEN A. (1999). Scientific research methodology: Rules, stages, and applications. Jordan: Dar Wael
- AHMED, I. (2007). Human Resources Assessment and its impact on the marketing of information services in Libraries University. Thesis magister, Mantori Constantine University. Faculty of Humanities and Social Science Department, Algeria.
- AL DAMINE, M. (2007). Basics of scientific research. Amman: Dar Al- Massira Publishing and Distribution.
- AL SAID MABROUK, I (2009). University Library and the challenges of the Information Society. Alexandria: Dar Al- Wafa.
- BADI J. (2013). Human Resources Development in University Libraries under Comprehensive Quality Management: Mohammad Kheider Baskra University Library. Master memo, University of Tabsa, Algeria.
- BENCHARIF, A. (2009). Management of competence and its role in the management of knowledge in Algerian institutions. constantine, Thesis magister. Mantori Constantine University. Faculty of Humanities and Social Science Department, Algeria.
- BENDRID, M.(2010). Human resources management strategy in the Algerian public institution: Training, incentives: Field study of the regional Directorate of Electricity Transfer- Sonelgaz- Anaba, Thesis Magister in the Sociology: Specialization in the development and management of human resources, Mantori Constantine University, Faculty of Humanities and Social Sciences, Department of Sociology and Demography (Algeria).

- BERNOTI S. N. (2007). Human resources management: Personnel management. 3ed. Oman: A Wail Publishing and Distribution House.
- CHAIB, H. (2018). Human resources management at university libraries: Field study of university libraries Tlemcen, Magnia and Saida, Doctoral thesis, University of Oran 2 Mohamed Ben Ahmed, Algeria
- DEOUIDERI O. R. (2000). Scientific research: Its theoretical fundamentals and practice. Beirut: Dar el fikre.
- EL HALALAT, S. A.O (2016). Effective management of human resources. Oman: Al- Hamed Publishing and Distribution House.
- HAMID EL CHAFIEI, D. (1994). Management of university libraries: Founded by theory and its practical applications. Cairo: dar gharib.
- IBRAHIM, S. M. (2012). Managing university libraries in light of contemporary management trends: Overall quality- engineering- knowledge management- e- management. Cairo: Arab Group for Training and Publishing.
- KACHAT, A. BRIASH, T.(2017). Shift from individual competence to collective efficiency within modern human resources management practices. In: The Journal of the Research Unit in Human Resources Development and Management. Program. Vol.08, N°02.
- KANDILDJI A. (1999). Scientific research and the use of information sources. Amman: Dar El Yazurdi
- MAROUANE A. I (2000). Foundations of scientific research for the preparation of university thesis. Jordan: Al- Wahraa Foundation
- MASNSOURI K., SOLEH S. (2010). The Management of competencies, conceptual framework and approaches Major areas. In: The Journal of Economic and Administrative Research, N°07.
- OUAIL MOKHTAR, I (2012). Manage and organize libraries and information centers. 2 ed. Amman: Dar Al- Massira,
- RAHIL, A. (2011). The role of competencies in achieving competitive advantage. Boumerdes, Thesis magister. Boumerdes University. Faculty of Economics and Management Sciences. Specialization of business management, Algeria.
- ZA'ARAH, R. and BURHLI, A. T (2019). The role of Human Competency Management in improving the performance of higher education institutions: A study of the opinions of a sample of administrative leaders at the University of El arabi Tbsi- Tabsa. In: El- Bashir Economic journal. Vol.05, N°02.