

# JOB CONFLICT STRATEGIES AMONG THE ALGERIAN PUBLIC EMPLOYEE AND THEIR RELATIONSHIP TO EFFICIENCY AT WORK A FIELD STUDY AT THE DIRECTORATE OF YOUTH AND SPORTS OF EL-TARF STATE

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**Abstract:** *This paper examines the tactics employed by a public employee at an Algerian institution to handle different types of present or potential conflict and how these tactics impact the effectiveness of the institution. The study seeks to identify the different strategies employed within the organization and their application in conflict situations between individuals and the organization. The central question to be answered is: What is the correlation between a public employee's utilization of organizational conflict management strategies and their work efficiency? This study utilized Michel Crozier's strategic analysis model, employing an analytical approach. The analysis was conducted using a quantitative study on employees in the youth and sports sectors in El Tarf State. We surveyed a sample of 140 individuals using a validated research form. The study's findings indicate a correlation between the tactics used by public employees in conflict management and changes in job efficiency inside the institution, based on the validity and reliability of its aspects.*

**Keywords:** conflict, strategy, efficiency, public employee.

## 1. Introduction

Individuals in society view employment as a fundamental necessity that aligns with their qualifications, preferences, and physical and intellectual preparedness. Ensuring compatibility between the job and the employee is a critical consideration for organizations when recruiting people in Algeria, given the limited availability of permanent job possibilities, as evidenced by unemployment statistics. Given the absence of a robust economic system and its failure to create adequate employment opportunities, a significant number of individuals are inclined to pursue jobs in the public sector. This sector offers a sense of security in terms of livelihood, financial stability, and social well-being, particularly for recent graduates from universities, institutes, and training centers throughout the country. Joining a job involves various mechanisms and methods for selecting candidates from a large pool of individuals seeking employment. However, the actual experience of working in the public sector may differ from the employee's initial perception. They may realize that their goals are not being met within the organization or institution they are affiliated with or that the work environment does not align with their desired preferences. Additionally, they may struggle to find alternative job opportunities that enable them to fulfill their needs and desires. To address these challenges and fulfill their biological, security, achievement, appreciation, and self-actualization needs, individuals employ various strategies within their organizations.

## 2. Research Problem and Questions

In Algeria, the public sector is the most sought-after sector for employment due to its stable work environment, competitive wages, and extensive employee benefits. Employees receive these benefits throughout their careers and even after retirement, which include social security, health insurance, grants, and social services. To guarantee a satisfactory standard of living for its members, it is essential to have transparent and fair regulations that define the rights and responsibilities of employees towards their respective organizations.

Public sector employees in Algeria experience a significant decrease in their wages in relation to the high cost of living. This is due to a disparity between their financial earnings and their ability to purchase goods and services, resulting in employee dissatisfaction. This scenario is manifested in numerous instances. The initial stages of job conflict for Algerian workers in public institutions involve expressive behaviors that manifest as complaints, criticisms, and cheating in task performance. These behaviors often evolve into more complex forms that negatively impact both the employee's effectiveness and the institution as a whole. This is primarily due to the scarcity of permanent job opportunities, which forces employees to adopt strategies aimed at maintaining job stability and social equilibrium.

Based on this premise, the employee is confronted with two fundamental choices: either conforming to the job requirements or modifying the job to suit their needs. He employs defensive and offensive tactics based on the circumstances he encounters and the characteristics of the opposing side in the fight. The conflicts arising between an individual and an organization, individuals, or different work groups can hinder the productivity and task performance of various organizations. These conflicts are influenced by the cards possessed by the individual. The employee may occasionally engage in job refusal or do tasks superficially and routinely. This behavior can lead to tensions and disagreements with coworkers or superiors and may escalate into explicit conflicts between the employee and the organization, which can be more intricate. When an employee feels hostile towards the organization, they adopt various techniques based on their position in the conflict. The employee may utilize defensive methods, such as evading extra work tasks or maintaining employment neutrality, to further their interests and objectives. In certain situations, he may employ an offensive approach, such as utilizing bargaining tactics to safeguard specific benefits or investing in chances that allow him to enhance his earnings from the firm. He chooses his plan based on the situation he encounters, the intensity of the conflict at hand, and the dominant power center in the dispute. Each strategy employed by the individual has a tangible or intangible effect on their performance and contribution to the organization.

Therefore, we posed the following central question: What is the nature of the relationship between the public employee's use of organizational conflict management strategies and efficiency at work?

**A. Through this question, we asked the following sub-questions:**

- ✓ Is the use of defensive strategies by Algerian public employees related to the decrease and increase in efficiency at work?
- ✓ Is the use of aggressive negotiation strategies by the Algerian public employee related to the decrease and increase in efficiency at work?
- ✓ Is the use of offensive investment strategies by Algerian public employees related to the decrease and increase in efficiency at work?

**B. Study Hypotheses:**

To answer these questions, we put forward the general hypothesis of the study: There is a relationship between the Algerian public employee's use of conflict management strategies and productivity at work.

Partial hypotheses:

- ✓ There is a relationship between the public employee's use of the defensive strategy and the degree of increase or decrease in efficiency at work at the significance level ( $\alpha \leq 0.05$ ).
- ✓ There is a relationship between the public employee's use of the offensive negotiation strategy and the degree of increase or decrease in efficiency at work at the significance level ( $\alpha \leq 0.05$ ).

- ✓ There is a relationship between the public employee's use of the offensive investment strategy and the degree of increase or decrease in efficiency at work at the significance level ( $\alpha \leq 0.05$ ).
- ✓

### **C. Study Objectives:**

This research aims to examine the relationship between the use of certain conflict management strategies by the public employee in the Algerian institution to achieve his goals within the organization and the degree of decrease or increase in efficiency in working in youth and sports institutions in the state of El Tarf.

### **3. Defining the concepts of the study:**

#### **A. Concept of conflict:**

is violence symbolic or material opposition, the existence or nature of the conflict is reflected first of all by the frequent observation in their witnesses' journalists, psychologists, and sociologists of a form of struggle or antagonism that can be more or less extensive, more or less explicit and conscious, conflict and a struggle for greater income, etc. It is here that the link between economic data and social data takes place because the income data itself must be dependent on the division of labor (Sump & Hugues, 1973: 65).

Conflict has been seen as a significant element that influences the effectiveness and performance of organizational collaboration. Conflict is awareness on the part of the parties involved of discrepancies, incompatible wishes, or irreconcilable desires (Joyce & Panteli, 2007: 6).

#### **Operational definition of functional conflict:**

It is an organizational conflict in which the employee is a party and the other party is the workgroup or administration, and in which the individual practices strategies to manage this conflict according to the conflict situation to achieve his goals through the organization.

#### **B. Strategy:**

is" a plan that you use in order to achieve something "(Worn, 1999: 742). Ancient times used the word strategy to denote preparation and readiness for war, detailing the general plan of army movements to achieve a specific goal. The origin of the word strategy goes back to the Greek word "strategos," which is composed of two parts, "Stratos," which means army. The second part, "agein," means leader, and the two parts combined mean military leader. With the same meaning, the term was introduced. In military dictionaries, it is the art of reconciling the military, political, and moral forces employed in the course of a war or in preparing the defense of the state (Hamama, 2022/2023: 18).

#### **Strategies for the individual's career conflict within the organization:**

The employee uses many strategies towards the institution to which he is affiliated that enable him to overcome conflicts, whether with individuals within the organization, groups, or administration, to achieve his goals, whether maintaining a certain status that suits his economic and social situation and achieves job stability, increasing gains such as obtaining promotions or material rewards or obtaining status and power through the organization. The concept of strategy is considered a meaningful behavior carried out by the actor within the framework of a system of actions to which he belongs as a result of his choices, and it can be classified into two categories that the actor follows in his relationship with the organization.

- ❖ **Defensive strategy:** the actor adopts towards the organization to preserve the privileges and gains that he believes constitute a bet for him, so he uses all the winning cards and resources he has for his position in the organization to remain with its current characteristics as it is (Crozier & Friedberg, 1977: 79).

- ❖ **Offensive strategy:** which the actor uses to obtain new gains within the organization. It is of two types:
- **Bargaining or negotiation strategy:** through which the actor seeks to obtain immediate and immediate gains in the form of a give-and-take, such as the worker's abstention from doing work that he considers to be outside the limits of his competence or professional requirements, but he expresses a willingness to do it on the condition of obtaining additional immediate and immediate privileges (Crozier & Friedberg, 1977: 72).
- **Investment strategy:** in which the return is post-hoc in the medium or long term, and this strategy is an optional behavior for actors who have professional status and includes the possibility of future rewards such as obtaining a professional promotion or increasing material rewards (Crozier & Friedberg, 1977: 79), which is often among managers and pedagogues.

**C. Efficiently:** "the efficient ability to work well without making mistakes or wasting time and energy" (Worn, 1999: 243), efficiently is defined as the extent of an organization's ability to achieve positive results compared to the capabilities and means that were harnessed to achieve them. This is measured by the ratio of the targeted result to the means for which it was allocated. It is also defined as the comparison between the result obtained and the results used (Bechichi & Medjellekh, 2017: 08). It is also known as the relationship between the achieved result and the size of the cost of the money invested, and it is linked to a group of elements represented in productivity, liquidity, effectiveness, efficiency, and profitability (Bechichi, Medjellekh, & Benyounes, 2021: 745).

Four fundamental elements can measure the efficiency of youth institution employees: work discipline, task and job completion methods, work relationships, and professional responsibility.

#### **4. Theoretical approach to the topic:**

The topic of "job conflict strategies among Algerian public employees and their relationship to efficiency at work" from the perspective of the sociology of organization and work is close to the model of strategic analysis of the French scientist "Michel Crozet," who believes that organizations are not completely rational, harmonious systems but rather systems in which individuals and groups are a space for maneuvers despite all the efforts made to control them, and there is continuous interaction between the organization and the main players in it. Crozet likened the organization to a playing field and said that people and individuals enter the organization with different positions or goals (Friedberg, 2014: 10).

Each of them uses personal strategies in order to protect his interests and goals, and Crozet shows through this how each specific group seeks to prevent and expand the areas of discrimination to reduce its dependence on others. This is what makes its behaviour hidden and difficult to predict (Dion, 1982: 86). Crozet also observes that the employee successfully adheres to the role's literalism. Also, through the use of and adherence to the letter of the law that the employee uses, especially in bureaucratic organizations, to protect himself from involvement in certain possible situations, Crozet revealed four basic characteristics that stand out in the organization:

- The expansion and spread of general rules of conduct that define various jobs in their finest details, whereby actions are subject to the greatest possible degree of possibility (Crozier, 1973: 218-219).
- Decision centralization, where decision-making authority tends to gather and place itself at the highest level, where preferences are naturally given to those who are fixed in the system more than they are given to the functional goals in the organization (Crozier & Friedberg, 1977: 67).
- Isolation of each hierarchy and the pressure of the group on the individual.

- The growth of parallel relations of influence may result in conflicts. On this basis, each system or group forms a bureaucratic organization whose balance is based on the existence of a series of relatively stable vicious circles within the organization that grow from a climate of generalization and centralization.

Michel Crozet also provides us with a set of basic principles on which strategic analysis is based:

- Man does not accept to be treated as a means or tool in the service of the organization, as each individual has his own goals and desires, focusing thus on the individual's position in the organization and his value.

- The existence of relative freedom for actors within the institution or organization means that the actor within the organization owns spaces or margins for action (Crozier, 1973: 218). This starting point is at the heart of Michel Crozet's strategic analysis.

- Rationality is limited because the actor predicts the strategies of others and the environment surrounding him, and the entry of actors into the environment of these conflicts makes their behavior directed towards achieving their goals. They possess special resources and develop strategies based on the data of others, such as competitors or colleagues, and the behaviors followed by the actors, which can be added as a third type of social pressure that occurs within the organization.

Any institution, as an organization, cannot exist without internal or external pressures. The first type of pressure originates from the work environment, which includes machines, routines, temperature, and timing, followed by work methodology. The more we get rid of manual labor, the more control by law increases. The second source of pressure is the different affiliations of individuals, such as economic, cultural, and social ideology. The third pressure stems from the experience of interactions within the organization.

Crozet also spoke about authority within the framework of the relations between the actors, which he considers not linked to the hierarchical status of the actors. Rather, Crozet believes that authority is a reciprocal relationship based on the principle of suspicion as a trump card for every actor in the organization and is not granted, meaning that the organization seeks to hide the area of suspicion to hide the flaw in the existing system (Crozier & Friedberg, 1977: 57). Highlighting the principles of democracy and justice and marketing them in a way that weakens and reduces the attempts of opponents and revolutionaries to organize in order to ensure the stability of the system (Ali, 2018: 149).

All of these relationships, according to Crozier, are subject to compatibility between the two parties, i.e., the subject and the subject, who does not accept the cycle of the condition of subjugation unless he has guarantees from the party to whom he is subject. That is, the exercise of power takes place through the existence of the principle of negotiation and beneficial exchange between the two parties, or the waiver of the right of one party to another party (Dion, 1993: 995). According to conditions and principles, and finally, Michel Crozier spoke about a new concept that he called "constructing a pattern of concrete action," which takes a central place in strategic analysis, and by which he means a structured human group, a social structure that coordinates the actions of its members, but the regularity in it is unnatural. Considering the intervention of a set of rules of the game in its formation, strategic analysis, according to Crozier, depends on a set of basic concepts, the first of which is the actor, then authority and the area of doubt, then the practice of defensive strategies, offensive strategies, and the pattern of concrete action. It can be said that strategic analysis was able to define the cognitive system of patterns of action, understanding, and expectation. Changes are better than other theories, so understanding the dynamics of coordination and the possible course of action requires studying the convictions of the actors, their bets, and their goals. He changed his understanding of the negativity of conflict in the organization and considered it to be an inherent condition of the organization and not harmful to its functions.

**5. Study Methodology:**

**A. Used Methodology:** The study relied on the quantitative approach, which is research that is concerned with collecting data through the use of statistical measurement tools that have validity and reliability and are applied to a sample of individuals representing the original community and then processing the data with statistical methods that ultimately lead to results that can be generalized to the original community. It is the total score obtained by answering the items on the scale of this concept” (Abdelkader, 2018: 239).

**B. Field of study:** This study was conducted in the Directorate of Youth and Sports of the State of El-Tarf, which is located in the far north-east of Algeria.

The Directorate of Youth and Sports for the state of Al-Tarf is a governmental administrative body that represents an administrative organization, consisting in its entirety of a group of individuals of a legal nature who enjoy full civil rights and are governed by administrative law in the hierarchy.

As the Ministry represents the guardianship at the state level, that is, it is an intermediary in implementing the law and programs for preparing youth and ensuring their progress with social changes. It is an organization of a social service nature at the local level. Under the supervision of the Ministry of Youth and Sports, it works to promote youth activities culturally, scientifically, artistically, and sports activities for various social segments through its institutions spread across the territory of the state of El Tarf, which number 39 youth institutions, including 19 youth homes, 11 neighborhood sports complexes, 4 multi-activity halls, and 2 hostels. Youth, two youth camps, and a center for entertainment and scientific entertainment, supervised by the Office of Youth Institutions.

**C. Study Population:** The study population consists of all workers and executives of the Youth and Sports Directorate, which employs 69 pedagogical staff, 158 administrative employees, and 51 workers, meaning a total of 278 individuals, which is the total study population.

**D. selecting and determining the study sample:** This study relied on the stratified sampling method due to the large size of the population and the heterogeneity of its vocabulary. We limited the sample to 140 individuals, which included 35 pedagogical staff, 79 administrative workers, and 26 workers, representing 50% of the total study population. This was done using (K. Thompson, 2012, pages 59-60) as follows:

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

**E. Study tools:** A questionnaire consisting of four axes was used in this study:

The first axis includes general information for the respondents about age, gender, seniority, wage, function, training, and educational level.

The second axis includes a study of the relationship between the use of defensive strategies by Algerian public employees and the decrease or increase in efficiency at work, and it contains four phrases numbered from 01 to 4.

The third axis includes a study of the relationship between the use of offensive negotiation strategies by the Algerian public employee and the decrease or increase in efficiency at work and contains four phrases numbered from 05 to 8.

The fourth axis includes a study of the relationship between the use of offensive investment strategies by Algerian public employees and the decrease or increase in efficiency at work and contains four phrases numbered from 9 to 12.

**F. Study Instruments:** The researcher utilized two instruments according to the study requirements:

**G-Scale used:** The researcher adopted the design of the questionnaire for the study to measure the answers of the respondents on a five-point Likert scale according to the following table:

Table (01): Response types and degrees used in the questionnaire according to a five-point Likert scale (I. Elaine & Christopher, 2007: 64)

Adoption Rate	Strongly Agree	Approve	Neutral	opposed	Strongly opposed
Estimation	1	2	3	4	5

Source: I. Elaine Allen and Christopher A. Seaman, Likert Scale Response Categories.

**H. Statistical Methods Used in the Study:** After the field application stage, the researcher processed the questionnaires using the statistical program SPSS version 23, applying the following statistical methods to answer the research questions:

- ✓ Frequency distribution and percentages to describe the responses of the sample individuals.
- ✓ Cronbach's alpha and Spearman's correlation coefficient for reliability and validity.
- ✓ Mean calculation for obtaining the weighted arithmetic mean.
- ✓ Standard deviation to measure the dispersion of the respondents' answers around the mean.

**6. View field data**

**A: Display data for the first axis:**

Table (02): Display data for the first axis

Gender					
	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	35,0	35,0	35,0
	Féminine	91	65,0	65,0	100,0
	Total	140	100,0	100,0	
Age					
	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 20 to 30	17	12,1	12,1	12,1
	From 30 to 40	58	41,4	41,4	53,6
	40 or more	65	46,4	46,4	100,0
	Total	140	100,0	100,0	
Educational level					
	Educational level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary éducation	3	2,1	2,1	2,1
	Middle éducation	17	12,1	12,1	14,3
	High school	60	42,9	42,9	57,1
	Université level	60	42,9	42,9	100,0
	Total	140	100,0	100,0	
Occupation					
	Occupation	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Worker	26	18,6	18,6	18,6
	Administrative employée	79	56,4	56,4	75,0
	Pedagogical Framework	35	25,0	25,0	100,0
	Total	140	100,0	100,0	
Years of professional experience(seniority)					
	Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 1 to 10	63	45,0	45,0	45,0
	From 11 to 20	55	39,3	39,3	84,3
	From 21 to 30	11	7,9	7,9	92,1
	31 or more	11	7,9	7,9	100,0
Wage					

Thousand dinars		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Little wage	35	25,0	25,0	25,0
	Average wage	90	64,3	64,3	89,3
	Good wage	15	10,7	10,7	100,0
	Total	140	100,0	100,0	
<b>Internal training</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	47	33,6		
	Internal training	93	66,4	100,0	100,0
	Total	140	100,0	100,0	
<b>External training</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	93	66,4		
	External training	47	33,6	100,0	100,0
	Total	140	100,0	100,0	

Source: Prepared by researchers based on SPSS 23 output

Data from the first axis of the study questionnaire show that the number of females is almost twice the number of males, which shows that the percentage of demand for public employment among women is greater than that of men. We also note that the age of the majority of employees exceeds 30 years, and the largest percentage exceeds 40 years, while employees are less than 20 years old. The freezing of the recruitment process in recent years due to Algeria's austerity policy has resulted in a relatively small percentage of employees, estimated at 12.1%.

University graduates and those with a secondary level of education represent the majority of employees at a rate equal to 42.9% for each, and they represent both pedagogical staff and administrative workers. Those with intermediate and primary education, on the other hand, make up the smallest category of workers. The data also shows that most employees have less professional experience. 45% for 10 years, 39.3% for less than 20 years, and 7.9% for those with significant experience.

64.3% of employees consider that the wage is average, 25% of them consider that the wage is low, and 10.7% consider that the wage is good, which shows that there is a weakness in income for the majority of employees.

The training of employees on the job differs among them. Some of them received internal training at a rate of 66.4%, which includes recycling operations, training pedagogical frameworks, and the training of administrators. Among them are those who received external training at a rate of 33.6%, which includes graduates of vocational training and specialized institutes. Some of them received both, while a small number did not receive any training. He has no training.

### B. Psychometric properties of the study instruments:

**Reliability of the measurement tool:** We assessed the reliability of the measurement tool by calculating the Cronbach's alpha coefficient, which serves as an indicator of the tool's consistency. The following table presents the obtained results:

Table (03): Cronbach's Alpha Coefficient for Reliability

Domains	Expressions	The Cronbach's alpha
Job conflict strategies	12	0,703

Source: Prepared by researchers based on SPSS 23 output

By employing Cronbach's alpha coefficient, we assessed the validity and reliability of the questionnaire items pertaining to employee conflict techniques and their impact on work

efficiency. The resulting coefficient was 0.703, surpassing the threshold of 0.70. Therefore, the measurement tool is characterized by honesty and stability, is suitable for data collection, and is capable of study and analysis.

Internal consistency: Internal consistency is based on the correlation between each item and the total score of the dimension. We calculated the Spearman correlation coefficient to assess its statistical significance.

**7. Description and analysis of data for the second axis**

Table (04): shows the correlation coefficients with the whole questionnaire

Expressions	Correlation coefficient	Expressions	Correlation coefficient	Expressions	Correlation coefficient
1	,715**	5	,778**	9	,674**
2	,454**	6	,550**	10	,745**
3	,524**	7	,419**	11	,756**
4	,691**	8	,627**	12	,753**

Source: Prepared by researchers based on SPSS 23 output

We note from Table 04 that all correlation coefficients are positive, which indicates the presence of a positive correlation, and that most of the paragraphs are close to +1. This shows that there is statistical significance at the significance level of 0.05.

**8. Analysis of the descriptive study results**

Table (05): Descriptive Statistics

The dimension	N	Minimum	Maximum	Mean	Std. Deviation
Defensivestrategy	140	1,00	5,00	2,6536	,71065
Negotiatedoffensivestrategy	140	1,00	7,75	2,4304	,92966
Offensiveinvestmentstrategy	140	1,00	5,00	2,3589	,83763

Source: Prepared by the researcher based on the outputs of the SPSS program.

It is clear from Table No. (05) that the arithmetic mean for all dimensions of employee strategies is close to the average value of the study scale, which is neutrality from the negative direction, that is, opposition to the statements to a slight degree, while the standard deviation for these dimensions did not exceed 1, which indicates responses from the respondents are close to the average measurement.

Table (05) shows that the average of employees’ responses to the dimension of using a defensive strategy is estimated at 2.65 out of 5 measures of severity, meaning that the percentage is less than the average and is negative 3, where the standard deviation is 0.71, meaning that the room to answer this question exists between the statements 2 in agreement and 4 in opposition.

As for the dimension of the negotiating offensive strategy, the arithmetic mean is estimated at 2.43 out of 5 measures of intensity, meaning that the percentage is less than the average, which is negative 3, as the standard deviation amounted to 0.929, which means that the range of answering this question is between statement 2 and agreement. Answer 4 is in opposition.

The average of employees' responses on the dimension of using an aggressive investment strategy is estimated at 2.36 out of 5 measures of severity, meaning that the percentage is less than the average and is negative 3, as the standard deviation is 0.837,

meaning that there is room to answer this question. Show statement 1.5 agrees or strongly agrees, and answer 3 is neutral or disagrees.

### **9. Results of the study**

Through the descriptive analysis of the study data and the responses of the sample members, it becomes clear that there is a strong, positive relationship between the public employee's use of conflict management strategies and a decrease or increase in efficiency at work, and that the employee does not use a single strategy in all cases but rather changes his strategy according to the conflict situation he faces, as the employee is always searching for the appropriate strategy that serves his goals, aspirations, and his relationship with work.

### **10. Conclusion**

The relative freedom of actors in bureaucratic organizations and their ability to manage conflict through their practice of different strategies is a fertile field for research into the various social, psychological, and economic aspects that guide the actions of individuals as an essential link in life and work. Therefore, interest in studying human behavior and its relationship to work needs more research. And auditing, despite the many contributions of researchers in this field, we have tried through this research to provide a descriptive study of the strategies that an employee in the public sector in Algeria uses to achieve his goals and the relationship of that to productivity at work according to Michel Crozier's strategic analysis model. We hope that this study will open a new field for studying the differences between different categories in using strategies or the relationship between the characteristics of the sample and the variables of the study in order to gain a deeper understanding of the topic.

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