

Implications of the strategic management of human resources management in the Algerian institution: Sonelgaz Foundation in Djelfa - a model

Baqar Ahmed Lamin* University of Djelfa (algeria)
baggaarlamine1@gmail.com

ARTICLE INFO

Received: [20/11/2025]

Accepted: [06/12/2025]

Published: [30/12/2025]

Keywords:

Implications;
the strategic management;
human resources management

Pages: [50–56]

Online access via QR code



ABSTRACT

This article investigates the reality of strategic human resource management (SHRM) within Algerian institutions, specifically focusing on the Sonelgaz branch in Djelfa. Human resources are conceptualized not merely as a functional asset but as the "active and efficient energy" essential for activating organizational performance and achieving holistic well-being. The study analyzes the strategic alignment of human resource practices with the institution's overarching goals, highlighting future challenges and opportunities. Through the lens of Sonelgaz, the article elucidates the transition from traditional administrative routines to a strategic paradigm that fosters loyalty, operational efficiency, and sustainable competitive advantage.

1. Introduction

In the contemporary landscape of organizational management, attracting qualified human resources has become a pivotal strategic element for modern institutions. Organizations have evolved beyond traditional tasks characterized by sequential administrative routines and rigid, horizontal systems lacking strategic foresight. Today, the imperative is to implement planning and strategic tasks aimed at activating institutional performance and achieving individual, organizational, and societal social well-being (Dessler, 2020; Werther & Davis, 2019).

Strategic Human Resource Management (SHRM) is defined as the deliberate process of aligning human resource goals—be they moral, material, psychological, existential, or related to self-esteem—with the strategic objectives of the organization. This alignment ensures the consistency of management policies and practices with the organization's overall plans, thereby increasing organizational effectiveness, operational efficiency, and the exchange of mutual benefits (Armstrong & Taylor, 2023). Efficient human resources serve as the cornerstone of the organization's image; they are responsible for attracting responsible competencies, nurturing professional aspirations, developing employees' motivational skills, and maintaining a balanced management system that harmonizes targeted efficiency with human needs.

The management process acts as a strategic tool guiding the organization toward its major objectives. The significance of strategic management lies in its capacity to transform human resources into a living, active energy

source. This is achieved through long-term resource planning (organizational strategy), the establishment of robust evaluation and motivation systems, and the development of continuous training programs. These measures ensure compatibility with the requirements of a changing economic and social environment. However, Algerian institutions face significant challenges in implementing this strategic vision, most notably a weak strategic culture within departments, inadequate training and professional development programs, limited incentive systems linked to strategic performance, and a lack of organizational flexibility required to adapt to rapid changes (Ben Taher, 2021; Bouchareb, 2020; Salehi, 2019).

2. Problem Statement

Strategic management serves as the face of modern organizations, characterized by a long-term vision and complex challenges in the realm of human resource management (HRM). Human resources represent the living, active energy of any organization. Consequently, weak strategic planning, the absence of competency development programs, and a tenuous link between human resource objectives and the organization's general strategy can cripple any institution, regardless of its financial abundance.

While strategic management emerges as an essential tool for enhancing organizational performance and achieving organizational and social well-being, SHRM in the modern era is the element that ensures success and continuity in a changing competitive environment. This environment demands efficiency, executive speed, fairness in task execution, and adherence to professional ethics. It confirms that investing in the human element is the paramount investment for ensuring sustainable growth and activating institutional presence.

This study seeks to analyze the reality of strategic human resource management in Algerian institutions, with a specific focus on a field study of the Sonelgaz institution in Djelfa. As a competitive entity in service provision, Sonelgaz provides a relevant context to explore the current level of strategic application, identify challenges, and highlight opportunities for performance improvement. The ultimate goal is to provide practical recommendations that achieve a symbiotic balance between human resources and institutional strategy, viewing the organization as an open, interactive system with its external environment.

Main Question: How can the Sonelgaz institution in Djelfa adopt strategic human resource management to achieve organizational effectiveness and survive the quality requirements of its customers?

Sub-Questions:

1. What policies are currently in place to develop competencies and link them to the organization's strategic objectives?
2. How can organizational performance and loyalty be improved at the Sonelgaz institution in Djelfa through an effective management strategy?

3. Research Objectives

- To conceptualize strategic human resource management within the context of the Sonelgaz agency in Djelfa.
- To analyze the reality of applying this management style in Algerian institutions.
- To present an applied case study of the Sonelgaz institution in Djelfa.
- To propose recommendations for activating organizational performance based on a strategic vision of human

resource management.

4. The Role of Strategic Management in the Organization

Attracting human competencies is considered the most strategic resource in modern and contemporary institutions. Developing competencies within the operational context and linking them to strategic objectives is a pivotal element for ensuring sustainable performance and raising the level of competitiveness in Algerian institutions, particularly in major establishments like Sonelgaz in Djelfa. Several policies have been adopted to achieve this integration, grounded in the principles of effective SHRM (Armstrong & Taylor, 2023).

1. Continuing Vocational Training and Education Strategy: This is one of the most critical tools for competency development. It transcends merely raising technical knowledge and skills; it aims to develop leadership and managerial capabilities, as well as the behavioral and personal competencies necessary to achieve long-term goals. These policies encompass internal and external training programs, workshops, specialized courses, and e-learning initiatives. By aligning these programs with institutional growth plans and the requirements of vital functions, organizations enhance the compatibility between employee capabilities and organizational goals, thereby facilitating high-quality performance across various departments.

2. Evaluation and Motivation Policies: Organizations rely on evaluation policies and material/moral motivation directly linked to strategic performance. These systems enable management to measure each employee's contribution to achieving institutional goals. This involves setting Key Performance Indicators (KPIs) for every position, linking them to the organization's overall goals, and providing financial and moral rewards to high achievers (Schuler & Jackson, 2014). Such policies motivate employees to continuously develop their capabilities, reinforce their commitment to corporate strategy, and encourage innovation and self-initiatives that serve strategic goals.

3. Career Planning and Talent Management: Career planning policies and the activation of talent attraction represent vital tools for ensuring organizational sustainability (Al-Hashemi, 2020). They involve mapping the career trajectories of the most competent employees and providing promotion opportunities based on performance and skills, with a focus on forecasting the organization's future competency needs. These strategies also include succession planning for vital administrative positions and knowledge transfer programs to ensure the continuity of institutional performance. This approach creates a clear link between human capital investment and strategic objectives while mitigating risks associated with competency gaps or the absence of a qualified workforce (Ulrich, 2017; Boxall & Purcell, 2016).

4. Comprehensive Performance Management: Some organizations have adopted holistic performance management policies that combine periodic evaluation, skills development, and the setting of individual and collective goals aligned with the organization's objectives. These policies aim to cultivate a corporate culture based on responsibility, accountability, and active communication between departments to ensure all efforts are consistent with strategic plans. Through these policies, employee performance is improved at both individual and collective levels, ensuring strategic organizational outcomes (Bouchama, 2021; Schuler & Jackson, 2014).

Furthermore, contemporary institutions seek to integrate organizational learning and innovation into all competency development processes. By adopting e-learning platforms and encouraging individual and group initiatives, they enhance the organization's ability to adapt to economic, social, and cultural changes, ensuring

human resources remain a key driver of competitive advantage.

5. Organizational Performance and Loyalty through an Effective Management Strategy

Improving organizational performance and enhancing employee loyalty at the Sonelgaz branch in Djelfa is a central goal of an effective HRM strategy. This improvement relies on integrating strategic HR planning with institutional objectives, ensuring that all administrative and training policies are directly related to the organization's long-term success (Ben Ayyad, 2022; Wright & McMahon, 2011).

- **Performance Evaluation Systems:** Performance can be improved by developing evaluation systems based on accurate measurement indicators covering all organizational levels. This approach identifies strengths and weaknesses, providing an objective basis for decisions regarding motivation, training, and promotion. Regular implementation boosts productivity, operational efficiency, and reduces errors.
- **Motivation and Corporate Loyalty:** Motivating employees and building loyalty is essential. This includes financial and moral incentive programs (rewards, recognition, training opportunities, and participation in decision-making). A supportive corporate culture enhances a sense of belonging; when employees feel their contributions are appreciated and impactful, their commitment and continuity within the organization increase.
- **Continuous Training:** Training contributes significantly to competency development and loyalty. Employees who receive training aligned with their needs and the organization's goals are better equipped to meet challenges, innovate, and achieve strategic objectives.
- **Internal Communication:** Performance can be improved by enhancing internal communication, ensuring clarity of goals, clear task distribution, and effective cooperation. Continuous feedback mechanisms allow for ongoing control and improvement.

Moral motivation and a positive corporate culture are essential for fostering loyalty. When employees perceive that the organization cares about their career path and provides a supportive environment, their sense of belonging becomes a catalyst for high performance and sustainability. Therefore, effective HRM at Sonelgaz must combine strategic planning, performance evaluation, competency development, and sustainable motivation to ensure improved performance and long-term loyalty.

6. The Reality of Strategic Management in Algerian Institutions

The current reality of Algerian institutions indicates that the implementation of strategic HRM is still in its nascent stages, facing several structural and cultural challenges, including the prevailing culture of the Algerian worker and the transformations within public and economic institutions (Ben Aïssa, 2022). Most organizations still rely on traditional HRM, where the role is limited to routine operations—recruitment, salaries, and attendance monitoring—without a clear link to strategic objectives. Training programs are often irregular or inadequate, failing to cover all employee levels, which hinders the development of core competencies needed to keep pace with economic and technological changes. Furthermore, shortcomings in performance appraisal and motivation systems reduce job commitment and negatively affect overall institutional performance.

Despite these challenges, there are concerted organizational efforts to develop strategic management. Increasing strategic awareness among employees and senior management is expected to lead to greater integration of HR into

planning and decision-making processes. Advanced, sustainable training programs focusing on leadership and innovative skills, along with a culture of organizational flexibility, represent significant opportunities. Additionally, developing motivation and evaluation systems linked to strategic performance offers a pathway to improve job commitment, enhance institutional loyalty, and increase competitiveness both locally and internationally. By implementing these policies cohesively, Algerian institutions can transition from traditional management to comprehensive, sustainable strategic management, ensuring high worker performance, institutional innovation, and continuous growth.

7. The Contribution of Strategic HRM to Improving Job Performance

Strategic HRM contributes fundamentally to improving job performance. Modern institutions view the strategic management system as an effective internal force. Its primary aim is to align HRM with the institution's strategic objectives to achieve efficiency and effectiveness. This management encompasses strategic planning, selection, attraction, appointment, competency development, performance management, and employee motivation.

Job performance and competency retention are directly linked to the effectiveness of these strategies. Training programs, continuous evaluation, reward systems, and career path management all influence the level of employee loyalty, productivity, work quality, and commitment to the organization's goals. Organizations that apply SHRM consistently and flexibly record superior performance levels, reflecting an ability to take initiative, innovate, and maintain self-commitment, thereby ensuring sustainable long-term success (Ulrich, 2017).

8. Results and Recommendations

Based on the analysis and field insights regarding the Sonelgaz branch in Djelfa, the following results and recommendations are proposed:

Results:

- Strategic management of human resources activates professional performance and voluntary self-commitment among workers, as evidenced by statements and interviews with executives.
- There is a recognized necessity to integrate HRM into the formulation of the organization's general strategies, potentially through establishing a central directorate for specialized human foresight.
- The development of continuous training programs is essential to activate competencies and leverage their expertise.

Recommendations:

- **Strategic Integration:** It is imperative to fully integrate human resources into the strategic planning process, ensuring HR goals are synonymous with corporate goals.
- **Competency Development:** Implement continuous, high-quality training programs aligned with future needs, focusing on both technical and soft skills (leadership, adaptability).
- **Performance-Based Incentives:** Adopt evaluation and motivation systems that are comprehensive, fair, and explicitly linked to strategic objectives and KPIs.
- **Cultural Transformation:** Foster an organizational culture that values initiative, innovation, and employee

well-being, viewing the workplace as a "second family" to enhance loyalty and reduce turnover.

- **Career Pathing:** Establish clear career paths and succession plans to ensure the retention of core competencies and the continuity of knowledge.

9. Conclusion

Strategic human resource management represents a vital tool for Algerian institutions, requiring a cultural and organizational transformation to integrate the human element into achieving effectiveness and presence. It constitutes the fundamental link between corporate planning and employee performance, contributing to the long-term competitive advantage of organizations. Integrating the human element into the organization's overall strategy is not limited to applying traditional administrative processes; it involves a profound cultural and organizational shift that enables employees to participate effectively in decision-making, shoulder responsibility, and continuously develop their skills by reinforcing positive behaviors in the work environment.

Organizations must develop continuous training programs aligned with strategic objectives and create a work environment that stimulates individual and collective initiative. Furthermore, integrated evaluation and motivation systems must be adopted to link individual and collective performance to the organization's strategic goals, thereby ensuring enhanced belonging and job commitment. Strategic management also involves managing and retaining core competencies and ensuring knowledge transfer within the organization, which contributes to sustainable performance and institutional stability. Algerian institutions must critically rethink their organizational culture to embrace these strategic imperatives.

References

1. Al-Hashemi, A. (2020). Human resources management in Algerian institutions: Challenges and prospects. *Journal of Administrative Research and Development*, 6(2), 63.
2. Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of strategic human resource management* (7th ed.). Kogan Page.
3. Ben Aïssa, M. (2022). The impact of strategic human resources management on organizational performance in Algerian institutions. *Journal of Human Development and Knowledge Economy*, 7(2), 45.
4. Ben Ayyad, S. (2022). Strategic management of human resources and its role in improving organizational performance: A field study in Algerian public institutions. *Journal of Human and Economic Development*, 9(2), 70.
5. Ben Taher, M. (2021). Strategic management of human resources in Algerian institutions: A field study. *Journal of Administrative and Economic Research*, (1), 55.
6. Bouchama, N. (2021). Strategic management of human resources and its role in achieving competitive advantage: A case study of Sonelgaz. *Journal of Administrative and Economic Research*, 5(1), 120–138.
7. Bouchareb, N. (2020). The impact of incentive and evaluation policies on job performance in Algerian public institutions. *Journal of Administrative Sciences and Development*, (2), 33.
8. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management* (4th ed.). Palgrave Macmillan.

9. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson Education.
10. Salehi, A. (2019). Human resource management and structural challenges in Algerian institutions. *Journal of Economic and Administrative Studies*, (1), 95.
11. Schuler, R. S., & Jackson, S. E. (2014). Human resource management and organizational effectiveness: Yesterday and today. *Journal of Organizational Effectiveness: People and Performance*, 1(1), 35–55.
12. Ulrich, D. (2017). *Victory through organization: Why the war for talent is failing your company and what you can do about it*. McGraw-Hill Education.
13. Werther, W. B., & Davis, K. (2019). *Human resource and personnel management* (14th ed.). McGraw-Hill Education.
14. Wright, P. M., & McMahon, G. C. (2011). Exploring human capital: Putting human back into the resource based view. In A. M. Konrad (Ed.), *Handbook of workplace diversity* (pp. 131–152). Sage Publications.