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Aligning Algerian Human Resources Practices with International Standards: The Investors in People Standard

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Abstract

This paper examines how human resource management (HRM) practices in Algerian organisations align with the Investors in People (IiP) Standard as a tool for strategic HR modernization. The study is based on a systematic review and comparative analysis of international IiP research and existing literature on HR practices in Algeria, using a descriptive-analytical approach. The findings reveal a partial alignment with the IiP framework, and highlight that Algerian organisations show willingness to adopt its principles. However, successful implementation requires contextual adaptation rather than direct replication of the model. In this context, the paper proposes a roadmap for Algerian organisations to effectively adapt the IiP framework.

Keywords: Investors in People (IiP); Accreditation Framework; Human Resource Practices; Algerian Organisations.
Jel Classification Codes: M12, M53, M54

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1. INTRODUCTION

Within the framework of globalisation, technological advance, and the increasing level of international competition, strategic management of human capital has become the key factor of organisational performance and sustainability. The modern organisations are increasingly being asked to abandon the administrative management of the personnel and instead embrace the integrated performance oriented human resource models that connect people development to organisational strategy. In this context, globally accepted norms have emerged as useful mechanisms to influence human resource modernisation and institutional excellence. One of the most prominent of these is the Investors in People (IiP) Standard which focuses upon the principles of leadership, employee involvement, lifelong learning and measurable performance. Research in the United Kingdom, Europe, Australia, and the Gulf region suggests that IiP has the potential to improve management skills, build learning cultures, and, ultimately, improve business performance, however IiP's potential is strongly linked to situational adaptation, leadership commitment and institutional preparedness.

In spite of the emergence of international literature on IiP, there are still gaps on how it can be applied in developing and transition economies, particularly in North African context. Empirical studies on HRM in Algeria have focused primarily on the theme of regulation, public-sector employment, digitalisation and integration of quality management, rarely dealing with international people-management standards as a strategy for transformation, and no empirical or conceptual research has looked into the applicability of the Investors in People Standard in Algerian organisations. This is a definite gap in research. Centralised decision-making prevails in Algerian organisations, and even more so in the public sector, and leadership development systems are not effective; There are also no clear training strategies and a lack of a culture of continuous improvement, although there is some evidence of partial convergence with international

practices in the corporate sector with the introduction of digital HR systems, performance evaluation, and quality management programs. What is lacking is an integrating and humanistic approach that connects these developments with the strategic performance of the organisation.

The current study is unique because it offers the Investors in People Standard as a strategic alignment model for Algerian human resource practices as opposed to a certification process. The comparison of the core principles and indicators of the IiP framework with the Algerian HR practices in organisations was done systematically to integrate the international HR principles and indicators with the Algerian institutional realities and to provide a conceptual contribution to the body of knowledge on the transferability of HR standards in the developing economies. The analysis does not necessarily privilege the evidence of direct financial gains that can be attributed to IiP adoption -it recognises, rather, the importance of institutional capacity, governance constraints and cultural readiness as factors that drive results rather than highlighting the ease of transfer or their economic returns.

Accordingly, the study seeks to answer the following research questions:

- What are the principles and universally recognized benefits of the Investors in People (IiP) Standard?
- To what extent do current human resource practices in Algerian organisations align with the requirements of the IiP framework?
- What are the challenges that can impede the successful transfer of IiP to Algerian setting?
- What are the practical implications of introducing IiP in Algerian organisations with the help of a phasing roadmap?

Building on these questions, the study pursues three key objectives:

1. To provide a concise introduction to the Investors in People (IiP) standard, as well as its principles, components and effectiveness;

2. To analyse the compatibility of the IiP standard with current human resources practices, and explore the suitability of its application in all Algerian organisations;
3. To identify the potential benefits of adopting IiP, alongside the challenges that could prevent its successful implementation ;
4. To propose a strategic, phased plan for Algerian organisations that helps them adopt the IiP standard as a tool to enhance human resource development and performance.

2.Literature Review

2.1 International Evidence on Investors in People (IiP) Outcomes

The Investors in People (IiP) Standard has been widely discussed in the international human resource management literature as a framework that has been developed to enhance the ability to lead, engage employees and organisational performance by bringing structured investment on the human capital. Initial analyses indicate that there are good links between IiP accreditation and productivity, customer service, employee motivation and retention, which implies that the framework encourages more systematised people management practises (Alberga, 1997).

Another strong line of research focuses on leadership and managerial ability as a fundamental product of IiP adoption. Bourne and Franco-Santos (2010) discover that organisations that are IiP-identified are characterised by enhanced managerial capabilities, consistent development systems, and mature learning cultures.

Other works are on employee engagement and organisational learning. Cannell (2001) defines IiP as a continuous improvement model that matches individual growth to organisational goals. As indicated by Drugulis and Bevitt (2002), IiP may have a positive effect on employee motivation, commitment, and adaptability, especially when training and development are seen as relevant and meaningful.

Results on financial performance, however, are not consistent. While the

skills formation and workplace relations seem to improve in the majority of cases, the majority of organisations do not report measurable financial benefits and some research studies have not established a clear causal relationship between recognising IiP and training intensity or job satisfaction and employee awareness of the standard is low. These inconsistencies suggest that the effectiveness of IiP is not solely due to accreditation, but is related to the level of implementation, leadership engagement and organisational context (Smith, Stokes, and Wilson (2014)).

2.2 Transferability of IiP Across National Contexts

IiP was created as a UK national standard, but has found a variety of applications in other countries, therefore issues of portability are raised. Experience in Australia and the Netherlands demonstrates that IiP can be effectively adapted to national training systems, competitiveness programmes and enabling institutions (Emberson et al: 2000; Kidger et al: 2004).

In the United Arab Emirates, an example of non-Western country, IiP was integrated in Business Excellence models, which led to changes in leadership practices, employee engagement and organisational culture (Garad: 2016; Garad and Martis: 2017). However, it was the effective institutional support, relatively high HR maturity and high acceptance of international management standards that made these results possible. IiP's success in the UAE does not necessarily imply that the same approach will be successful in other developing countries: because of differences in governance structure, regulatory environment and organisational readiness, IiP is considered to be adaptive rather than replicative.

2.3 Human Resource Management Literature in the Algerian Context

Human resource management studies in Algeria have been largely based on administrative reform, digital transformation, governance, and quality management integration. Research indicates a slow transition toward viewing human resources as a strategic resource, particularly in private organisations and multinational corporations (Brahimi et al: 2017;

Ramdani et al: 2016).

Recent literature indicates the rising popularity of digital HR practises, such as electronic recruitment and online training systems (Zakaria & Hassiba, 2025), and the rising interest in HR governance and empowerment, which is usually associated with such ISO standards as ISO 30804 (Abdelkarim & all, 2024). Moreover, the quality management systems, including ISO 9001, have been incorporated in operational and human capital processes by Algerian organisations more often (Benyettou & Abdellatif, 2018).

Even with these developments, there is a disjointed and descriptive Algerian HRM literature. Available literature explores individual practices or regulatory policies but fails to embrace unified international people-management standards, including Investors in People. Subsequently, there exists a lack of academic recommendations on how global HR models can be readapted to continued problems experienced in Algerian organisations such as centralised decision-making, poor leadership development, and inadequate training outcomes assessment.

3. Research Methodology

This paper is a descriptive-analytical investigation that utilises conceptual analysis and review of literature to investigate the compatibility between the Investors in People (IiP) model and HRM practises across Algerian organisations. The discussion will be based solely on secondary data obtained through peer-reviewed academic materials, institutional reports, and recorded international experiences with IiP and published research on Algerian HR practises. The steps of analysis included the identification of the central principles and indicators of the IiP framework, the synthesis of the current evidence on HR practices in Algeria, and the comparative evaluation of these spheres to see where they align and diverge and to create a context-sensitive implementation plan. The research is restricted by the lack of primary empirical evidence of Algerian institutions implementing IiP; Hence, the results are theoretical and exploratory and require subsequent empirical proof by case-based studies.

4. Investors in People: Conceptual and Operational Framework

4.1 Background of Investors in People (IiP)

The Investors in People (IiP) Standard began in the UK in October 1991 as a national response to concerns that British industry trailed its competitors on skills, on the premise that higher investment in people produces stronger organisations (Alberga, 1997). It is not a 'rule book', but a continuous improvement framework suitable for any organisation in which people are managed as a strategic asset, and formally accredited following an external assessment (Cannell, 2001; Spires, 2002; Bourne et al., 2008).
Its origin is significant to this study as IiP is developed in a decentralised and high trust setting, and the assumption of leadership autonomy and culture of learning cannot be equally transferred to systems established on other assumptions.

4.2 Principles and Indicators of IiP

The initial versions of the Standard focused on four principles: commitment, planning, action and evaluation, which evolved into a more dynamic '**Plan-Do-Review**' process of developing strategies, implementing interventions, and assessing their impact on performance. (Alberga, 1997)
This cycle has been transformed into nine indicators across three perspectives in the 2015 revision. The Leading perspective refers to leading and inspiring people, living the organisation's values and behaviours, empowering and involving people; The Supporting perspective refers to managing performance, recognizing and rewarding high performance, and structuring work; And the Improving perspective refers to building capability, delivering continuous improvement, and creating sustainable success. (IiP, 2015)

Critically, these indicators describe outcomes of mature people management rather than procedural requirements, which is precisely what makes them demanding to satisfy in highly proceduralised administrative systems.

4.3 Accreditation and Performance Levels

Accreditation is an external assessment of an organisation that results in formal recognition that the organisation has met the Standard and has managed its people effectively (Alberga, 1997); It is not a one-off activity, but a continuous process that can be measured over four levels ranging from Developed to Established to Advanced to High Performing, and measures the extent to which a practice is understood, adopted and practiced, owned by staff and leaders and embedded throughout the business (IiP, 2015). So it's not the question of certification, it's the extent to which the principles are embedded in the strategy, and this is significant in administrative systems where a standard can be sought as a credential and not a shift in practice.

4.4 Benefits of IiP Accreditation

There are three types of benefit that are associated with IiP: organisational benefit (such as increased management involvement, clear roles, more strategic and structured development), contested and indirect financial association (profit per employee, competitiveness), and individual benefit (motivation, commitment, loyalty and openness to change) (Townsend, 2002; Bourne & Franco-Santos, 2010; Grugulis & Bevitt, 2002; Garad & Martis, 2017).

But there are gaps in the evidence: there is some doubt about the direct causal relationships with profitability and there are more behavioral/cultural benefits that are not necessarily financial. This is important for the present study as it indicates that the value of IiP for Algerian organisations is not likely to be seen in short term financial benefits and is more likely to be achieved in the gradual development of leadership capacity, learning culture, and strategic HR alignment, which is dependent on the depth of implementation and the local readiness.

5. Human Resource Practices in Algerian Organisations

Human Resource Management in Algerian organisations is dynamic, and it has been developed progressively according to changing economic scenarios where there was a transition from autocratic regimes to

privatisation policies. This has resulted in an increasing perception of HR as a strategic competitive asset for organisations. (Brahimi & all, 2017)

5.1 The HR Environment in Algeria

The structure of the Algerian HR environment is a framework that outlines the context in which any system of people-management would function. The key indicators are shown in Table 1.

Table 1. Key HR Environment Indicators for Algeria

Indicator	Value	Source
Active population	13.81 million	ONS, 2024
Employed population	12.06 million	ONS, 2024
Unemployment rate	12.7%	ONS, 2024
Salaried share of the employed	69.6%	ONS, 2024
Largest employing sectors	Public administration 17.4%, health and social work 15.5%, commerce 15.3%, construction 14%, manufacturing 13.6%	ONS, 2024
Graduates as a share of the unemployed	31.4%	ONS, 2024
Long-term unemployment (share of jobseekers)	59.3%	ONS, 2024
Net monthly wage (overall / public / private)	42,800 / 60,100 / 34,900 DZD	ONS, 2024
Informal employment (share of total)	about 45%	World Bank, 2023

Source: Elaborated by the authors from ONS and World Bank data

High levels of public administration employment and the fact that most of the employees come in through a competitive test suggest that employment is more of one that is based on procedure rather than output and development as required by the IiP indicators. The low unemployment rate for graduates suggests that there is not a strong relationship between the output of training and labour-market absorption, and the public-private wage gap indicates the same wedge as the analysis identified through HR practice. Near half of the total work is informal, and thus not under any formal HR system. The two set the benchmark for how aligned to the IiP framework an HR environment is: an HR that is administratively dense,

salary-based at its core, weak with regard to the translation of qualifications into matched employment, and that is divided between a better-paid public sector and a more flexible, but lower-paid private sector.

The evidence at firm level on HR practice within Algerian organisations is less readily available. The The European Training Foundation -ETF- (2022) reports that it has been challenging to get organisational data since the pandemic and most of the indicators in their report are only available for 2019 or before, hence the present analysis focuses on secondary studies. The numbers available, though official, all tend to the same conclusion. The ETF reports that despite the increase in investment in education, public spending on education decreased from 16.2% in 2021 to 15.4% in 2022, and that since 2018, parts of the training system have been digitalized, such as platforms like Mihnati and Maharati (ETF, 2023). The public-private wage gap mentioned above is drawn from the ONS enterprise wage survey, which is based on approximately 696 firms (ONS, 2021). These sources agree at the organisational level, reflecting the split the analysis points to: a state that actively invests in skills and digital training, and a private sector that does less systematic training, neither of which currently has embedded, measured, people-development on the level of the indicators of the IiP.

5.2 Current HR Practices

Presently, Algerian organisations display a mixture of traditional and new HR practices. In terms of '**Recruitment**', public sector organisations have a bureaucratic, centralised recruitment process that operates on the basis of a competitive examination to ensure fairness and transparency, while in the private sector, recruitment has become more flexible, with online job boards and social media platforms increasingly being used to assess cultural fit and skills alignment. (Zakaria & Hassiba, 2025)

For '**Training and Employee Development**', initiatives exist but tend to be limited to workshops and short seminars, particularly in public organisation. Private organisations, however, show a rising interest in continuous

development, often employing digital tools for training and adopting organisational learning practices to enhance competence. (Zakaria & Hassiba, 2025)

As to '**Performance Management**', structured appraisal systems are connected with compensation, promotion, and career development, and they are mostly employed by private organisations and are underutilized in public ones, with formalisation of such appraisal systems being largely lacking. (Zakaria & Hassiba, 2025)

About '**Digital Transformation and HR Systems**', digital HRM is more prevalent in large and private companies, including recruitment, payroll, and virtual training, but still struggles with infrastructure, resistance to change, and skill shortages. (Zakaria & Hassiba, 2025)

Regarding '**Internationalisation and Governance**', multinational corporations in Algeria adopt international HRM policies to enhance organisational learning capabilities, move towards managerial empowerment and commit to HR governance principles, which are in line with international standards such as ISO 30804 for human resource governance. (Abdelkarim & all, 2024)

Lastly, in '**Quality Management Integration**', Algerian organisations are working to integrate quality management systems (such as ISO 9001 and Total Quality Management) into most of their operations, including aspects related to human capital and organisational performance. (Benyettou & Abdellatif, 2018)

Although all these trends point to progress toward changes in the human resource system in Algerian organisations, they also reveal a significant gap in terms of strategy integration, performance orientation, and human resource development culture.

5.1 A Conceptual Model Linking IiP Dimensions to Algerian HR Practices

To connect the IiP framework with the Algerian context, this study proposes a three-level conceptual model.

- **Level 1:** IiP dimensions/target state (The three perspectives: Leading, Supporting, Improving) and the nine indicators are the description of what mature, strategically aligned people management looks like.
- **Level 2:** Algerian HR practice domains (Current state of recruitment, training and development, performance management, digital transformation, internationalisation and governance, and quality management integration) are the domains where Algerian organisations are in reality.
- **Level 3:** moderating contextual factors: the degree of centralisation of decision-making, capacity to develop leadership, training culture, technological readiness, and regulatory/governance environment will influence the extent to which the target state can be achieved.

5.2 Aligning Algerian human resources Practices with IiP Standard

This study presents an alignment, but first it specifies how the extent of alignment is determined so that the ratings in table below can be reproduced, not simply intuited. The measurement operationalises the above model: it measures the gap between the two levels: Level 1 (the target state of the IiP indicators) and Level 2 (the actual state of each Algerian HR domain).

Alignment is the extent to which a HR practice domain in an Algerian organisation demonstrates behaviours as articulated by IiP indicators aligned to the HR practice domain in comparison to IiP's own maturity logic (Developed, Established, Advanced, High Performing). It is not about whether or not a practice is in place, but whether it is working as described in the indicators. For each domain there are three observable attributes: **Coverage**, whether the practice is present throughout the sector or only in a subset of the sector (e.g. private companies, large companies, multinational companies); **Strategic integration**, whether the practice is integrated with organisational objectives and employee development or only administrative

and/or compliance; And **Measurement**, whether the impact of the practice is measured or not. The domain is rated using the following four-point scale on the attribute for which it is rated the highest and, where there is a difference between the rating of the three attributes, a split is reported with the sector named.

- **Gap**: practice is not present, practice is purely administrative or inconsistently applied, there is no evidence of the IiP behaviour, the practice falls below the Developed stage.
- **Partial**: practice is present but remains procedural; IiP behaviour is found at 'pockets' without systematic practice or measurement; The practice falls below the Developed stage.
- **Substantial**: the practice is systemised, used regularly and linked to development or strategy with some form of impact measurement; is equivalent to Established or Advanced.
- **Full**: the practice is integrated, evaluated and continually developed throughout the organisation; Falls below High Performing.

Based on this rubric, Table 2 below summarises the extent to which HR practices within Algerian organisations align with the important elements of the IiP framework, providing evidence to support each rating.

Table 2. Alignment with IiP Standard and Areas for Development

HR Practices	IiP Dimensions	Alignment rating	Evidence basis	Areas for Development
Recruitment	Leading Supporting	Gap (Public) / Partial (Private)	**Public:** bureaucratic, competitive exams, transparency. **Private:** Flexible, digital, cultural fit, skills alignment.	**Public:** add skills assessment to selection. **Private:** structured onboarding and long-term talent strategy.
Training & Employee Development	Improving	Gap (public) / Partial (private)	**Public:** Limited workshops. **Private:** Digital tools, organisational learning, strategic approach emerging.	**Public:** Systematic training-needs analysis; diversify beyond workshops. **Private:** Integrate development into a long-term strategy;

				measure training effectiveness.
Performance Management	Supporting Improving	Gap (public) / Partial (private)	**Public:** Lags in formalising frameworks. **Private:** Structured appraisals linked to rewards/progression	**Public:** formal appraisal linked to development. **Private:** continuous feedback, fairness, transparency.
Digital Transformation & HR Systems	Supporting Improving	Partial	Growing adoption but challenges remain (infrastructure, skills resistance).	Invest in IT infrastructure and digital skills; deploy HR tools strategically.
Internationalisation & Governance	Leading Supporting	Partial	Multinational firms implementing global HR policies; drive for ISO alignment, administrative empowerment	Embed HR-governance principles deeply; create channels for employee input on policy.
Quality Management Integration	Improving	Partial	Integrating QMS with human capital / organisational performance.	Define HR's explicit role in QMS; measure HR's impact on quality outcomes.

Source: Elaborated by the authors

Applying the rubric, no domain reaches Substantial or Full alignment. In each of the six areas, there is at best only partial alignment with the IiP dimensions, with the private sector always outperforming the public sector. Both lack strategic elements: recruitment, training and performance management should be shifted from ad hoc based implementation to structured systems for development, and are least developed in the public sector and less integrated and measured in the private sector. The cross cutting areas (digital, governance, quality) are all partial, indicating that there may be a shared requirement to take a strategic measurable view of HR. To sum up: There is no area that is entirely congruent, and the focus in both areas is on depth and integration, not just on the presence of practices, but on basic processes in the public sector. The Level 3 contextual factors

of the model (centralisation, leadership capacity, training culture, technological readiness, and governance) are examined in the Discussion, which accounts for why these gaps persist.

5.3 Challenges of Implementing IiP in Algerian organisations

A number of Algerian-specific factors may obstruct the implementation of IiP:

- **Infrastructure and administrative barriers**: weak infrastructure and dependence on administrative support can stall IiP implementation.
- **Challenges in adopting HR technology**: public organisations struggle to deploy the HR information systems that effective HRM relies on.
- **Attitudes towards development**: managers' mixed views on continuing education can weaken the commitment IiP accreditation requires.
- **Focus on production processes**: prioritising production over HR development can crowd out IiP and other quality standards.

5.3 Proposed Implementation Roadmap for Algerian Organisations

Phased implementation is suggested to make the process feasible and sustainable (see table 3 below). The initial stage is concerned with awareness and pilot projects to develop leadership commitment. The second stage focuses on localisation and adaptation of the principles of IiP to the Algerian legal, cultural, and institutional context. The last stage aims at institutionalisation with the help of national recognition systems, capacity building, and monitoring systems in order to have long-term effects.

Table 3. A Three-Phase Strategy for Algerian Organisations

Phase	Timeline	Objectives	Key Activities
Phase 1 : Awareness and pilots	Initial 6 – 12 Months	Build awareness and leadership commitment; gather practical insight.	Run awareness campaigns for senior and HR managers; select private or multinational pilot sites; conduct a gap analysis at each pilot.

Phase 2 Adaptation and localization	Next 12-18 Months	Make the standard culturally appropriate and accessible.	Translate IiP materials into Arabic and French; align with the National Qualifications Framework; integrate Algerian labour law and norms; train and certify local IiP assessors.
Phase 3 : Institutionalisation	Ongoing from Month 24 Onwards	Embed IiP in the national HR ecosystem for long-term sustainability.	Secure official recognition with government and professional bodies; adopt IiP in the public sector; extend awareness to SMEs; establish monitoring and evaluation.

Source: Proposed by the authors

6. Discussion

The results show that although the Algerian organisations are partially aligned to the Investors in People (IiP) framework, especially in such areas as digital HR adoption and performance management on a private sector level, there are still large gaps compared to effective IiP experience in such countries as the United Kingdom or the United Arab Emirates. Such disparities are mainly attributed to the difference in institutional capacity, governance structures, and level of human resource maturity. The UK IiP was introduced in a setting that was decentralised, with a high learning culture, and has long-term investments in leadership development. In the same manner, institutional support through firm institutionalisation of IiP, linking it to models of national business excellence, and general acceptance of global management standards have contributed to the success of the IiP in the UAE. Specifically, public agencies in the UAE like the Ministry of Culture and Knowledge Development, the Ministry of Infrastructure, and the Emirates Identity Authority have embraced IiP and have since received national acclaim for their efforts, including the Dubai Government Excellence Award and the Sheikh Mohammed Bin Rashid Award; other industries, such as hospitality, education, and healthcare, have also since adopted IiP. By the time of the study of Gerad, more than forty UAE

organisations had taken up IiP and twelve had attained and sustained accreditation (Garad, 2016); The private-sector case at the centre of the follow-up research, a large hotel in Abu Dhabi, shows an organisation moving from a Business Excellence footing into full IiP adoption. (Garad & Martis, 2017)

In Algeria itself one can detect the building blocks of this analysis in certain organisations, but not the degree of embedded integration that is seen in the UAE cases. A field study of M'sila unit of Algerian Electricity Production Company (EPR) revealed that administrative empowerment facilitated the application of HR-governance principles of ISO 30804 in the public sector (Abdelkarim & all, 2024). In the private sector, a study of commercial banks in Oran and Tiaret, Algeria, showed that HR investment in structures is related to competitive advantage (NADIR & HAMZA, 2025), while another study found Algerian companies implementing ISO 9001 have brought the concept of quality to HR processes (Benyettou & Abdellatif, 2018). These cases are at the Partial level of Table 2, the practices are in place and they do yield outcomes, but they are not part of a system like an IiP.

Algerian organisations work under more centralised administrative systems, where human resource functions, especially those in the public sector, are more procedural than strategic. The attitudes of the culture towards training, the lack of the well-organised leadership development, and the imbalance of technological preparedness also limit the successful transfer of IiP principles. These results support that the international HR standards cannot be deployed across borders solely by replications but need to be adjusted to the context, considering the existence of institutional, cultural, and organisational realities.

Theoretically, this paper adds to the body of literature on international HRM by broadening the debate over transferability of HR standards to the Algerian context that is under-researched. It shows that frameworks like IiP are not universal best practises, but flexible systems whose results are

subject to local governance, leadership standards, and organisational capacities, a point that is more generally applicable to developing economies.

7. Conclusion

The Investors in People standard is more than just certificate granted to organisations in recognition of their devotion to their employees; this standard is a practical model for companies to develop their personnel, enhance organisational adaptability, and realise sustained performance. In the case of Algeria, where the human resource management approach is still centralised and administrative, especially in the public sector, it concentrates greatly on the technical aspects while the Investors in People standard is structured, formal, and incorporates a vast range of evidence and is globally recognised; it offers an invaluable and essential opportunity to modernise.

This paper shows that Algerian organisations, particularly those in the private sector, are moving towards adopting modern human resource management practices. There are clear signs of the digital transformation, the use of performance evaluation and the adoption of quality management systems. However, from this picture something fundamental is missing: An overarching, comprehensive, integrated, human-centred, strategic approach that simultaneously links the human resource development, the short and long term objectives of the organisation, and the human and organisational goals of the nation. This is where the gaps are to be filled and where the IiP framework fits best to be used since it provides the best and most adaptable pathway to establishing purposeful leadership, obtaining and retaining talent, fostering an organisational culture of innovation, and securing the sustained competitive advantage of the organisation.

The implementation of IiP at the national level has the potential to enhance the economic resilience of Algeria through the skills development of its work force, digital and administrative modernization, and the ability to compete internationally. It focuses on ethical leadership, inclusiveness and systemic development, which are consistent with the public sector reforms

and governance aspirations of the country. Overall, the model provides a vision of changing Algerian HR management from a transactional to a strategic partnership. The challenges are real but manageable with appetite for reform, an appropriate structure of leading organisations and adaptability of the IiP framework. Cooperation among institutions and real ownership of the system by local Algerian organisations can fully exploit the potential of their most precious resource: **their people**.

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