

Key Performance Indicators for Human Resources Management: An Exploratory Study of Algerian Firms

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Abstract: The aim of this paper is to explore the issue of Human Resources Management (HRM) Key Performance Indicators (KPIs) and more specifically those mainly social indicators within the framework of Algerian firms. Nevertheless, relatively little is known about a world scale of social indicators in HRM which encompass developing economies like Algeria characterized by specific socioeconomic and subculture contexts that require their very own unique measurement approaches. Data was collected using an exploratory approach involving interview surveys targeting HR directors and questionnaire surveys targeting HR managers. The study revealed the reality of HR practices through a sample of 50 HR managers operating in various Algerian firms. The results will inform the research gap previously identified in addressing the context of Algeria and demonstrating that if firms invest in appropriate frameworks that serve the needs of employees this will secure employee well-being and engagement.

Keywords: Human Resources Management, Social Indicators, Key Performance Indicators, Algerian Firms, Human Resources Dashboards

Introduction:

Human Resources Management (HRM) is an important driver of matching human capital with organizational strategy. With organizations undergoing significant changes in the global market, HRM has become crucial in relation to recruitment and retention, and now more than ever, employee engagement, development, and well-being (Becker & Huselid, 2020). This results in better organizational performance, employee satisfaction, and work culture within the organization (Wright & Nishii, 2013). On the one hand, the necessity for social indicators in HRM has gained prominence in recent years. Social indicators can help us obtain a lot of information about the well-being of employees and the rest of the workplace. They include For instance, Employee satisfaction, diversity, equity, inclusion, mental health, and so on (Kahn, 2022), HRM practices

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incorporating social indicators provide evidence about the results of the organizational policies concerning to the employee well-being and consequently to the organizational culture, facilitating organizations to maintain a more inclusive and supportive environment at work (Brewster et al., 2020). In addition, one could arguably say that the increasing paradigm of integrated reporting and sustainability has also shifted HRM thinking towards the social indicators in practice. Consequently, they are turning to these indicators to measure organizations' commitment to social values and ethical practices (Harrison & Wicks, 2021). The use of social indicators will allow companies to increase employee engagement while also fostering their reputation and sustainability in the long run.

The literature still lacks a global model for social indicators for HRM and even for HRM in Algeria which is the reason behind the research gap around this area. Although there is a branch of literature that, for one reason or another falls within the broad disciplinary category of HRM and some that fall within the broad discipline of social indicators, they have not been integrated, especially in developing economies such as Algeria. Closing this gap is vital because Algeria's diverse socioeconomic and cultural contexts may require specific methods to measure the levels of interest in terms of employee satisfaction, diversity, equity, inclusion, or mental health. The novelty of the present study is the need for future research to develop frameworks that consider the specific context of Algeria so that organizations can conduct HRM practices that help enhance employee well-being and engagement.

This study seeks to address the following key questions:

- What are the human resources (HR) and social indicators utilized by Algerian firms?
- What challenges do HR managers face in integrating social indicators into human resource management (HRM) practices?

1. Literature review :

1.1. Human resource management (HRM):

Human Resource Management (HRM) is essential in organizations, functioning as a strategic asset to enhance competitive advantage and boost organizational performance. The core functions and objectives of HRM include proficient recruitment and selection, comprehensive employee development programs, and sustainable performance management systems, all of which are vital for achieving superior performance in dynamic business environments (Junaidi et al., 2024).

Furthermore, there are parallels and differences between public and private organizations regarding the rationality of HRM practices for fundamental HRM,

including training, development, and compensation; private sector organizations typically take a more logical stance (Budhwar & Boyne, 2004). Finally, performance measurement is a vital area for HRM, and dynamic systems are prominent, which seem appropriate to the current world of organizations. This term implies an application of project management and information systems to enhance the strategic alignment of HRM tasks (Garengo et al., 2021)

Table.1 Key Functions and Strategic Importance of HRM

Function/Role	Description	Strategic Impact
Recruitment & Selection	Attracting and hiring talent	Builds skilled workforce
Training & Development	Employee skill and career growth	Drives innovation and adaptability
Performance Management	Goal setting, evaluation, feedback	Enhances productivity and engagement
Compensation & Benefits	Reward systems and retention	Motivates and retains top talent
Employee Relations	Work environment, conflict management	Fosters positive culture
Change Management	Supporting transformation and adaptability	Ensures organizational resilience
Diversity, Equity, and Inclusion	Promoting diversity and inclusion	Enhances innovation and reputation

Sources:(Uthman, 2024; O'Donovan, 2019; Ogedengbe et al., 2024)

A contemporary strategic human resources (HR) framework is made up of many interconnected pieces that will enhance the performance, advantage, and agility of an organization. This framework is based on the assumption of the importance of human capital and how through leadership, culture, learning, and networking people develop dynamic capabilities and manage knowledge in ever-changing contexts (Zhang-Zhang et al., 2022) Strategic Human Resource Management (SHRM) practices are the impulse points of organizational resilience and adaptation to the changes and challenges of the organizational culture, enabling long term success for the organization (Georgescu et al., 2024) While the relational activities of the HR function to provide advice and information support for organizational members are at the heart of the establishment of human capital resources (HCRs) and ultimately organizational performance. Those are particularly effective when such initiatives are embedded in strategic HR systems, especially with respect to attrition (Jo et al., 2023). Moreover, HRMS helps improve a competitive advantage by filling theoretical and methodological gaps in

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existing research with the provision of a holistic framework that involves different modal and multidisciplinary variables (Rozanna & Jimad, 2024).

1.2. Social Indicators: Conceptualization and Importance:

Key Performance Indicators (KPIs) are important for keeping an eye on and reaching organizational goals because they give us data that can help us figure out how resilient and strategically aligned an organization is (Werner et al., 2021).

We talked about issues in terms of health and long-term viability. Organizations require a solid framework and communication across departments to help employees learn how to gather and analyze data, which is necessary for making smart decisions and staying ahead of the competition (Nudurupati et al., 2022). Also, the research on strategic human resource management underlines that organizational performance is multidimensional, which implies that both subjective and objective indicators are needed to adequately capture how performance evolves over time (Chourasia and Bahuguna, 2024). This all-encompassing way of assessing performance, which uses a lot of different indicators, helps businesses make decisions that are based on facts that are in accordance with their aims and the expectations of society as a whole.

Social KPIs are very important for making organizations work better by:

- a) *Setting goals that are in line with each other:* Connecting personal and group activities to the goals of the organization (Wang, 2011; Kushariyadi et al., 2025; Sudaryanto, 2024).
- b) *Getting people involved:* Getting employees to be more motivated, work together, and be responsible (Sudaryanto, 2024; Wang, 2011).
- c) *Helping people be strong:* non-financial KPIs, like social ones, help companies deal with problems and stay competitive. (Werner et al., 2020).
- d) *Making better decisions:* KPIs based on social networks give us information about how people communicate and work together, which helps us make strategic and operational decisions. (Castillo et al., 2018).
- e) *Promoting social responsibility:* Social responsibility metrics are just as important for long-term success and stakeholder trust as operational KPIs, even though they are not used as often. (Sengupta et al., 2024).

1.3. Social Key performance Indicators in HRM :

In the field of Human Resource Management (HRM), good Social Key Performance Indicators (KPIs) for measuring employee engagement look at a number of things at both the individual and organizational levels. Third-person rating (TPR) methods are an important KPI because they give a more conservative

and possibly accurate picture of how engaged employees are at work than self-rating methods, especially when there are a lot of different types of employees and work environments (Xu et al., 2020). Also, the organization's strategy and how well it is carried out, as well as the commitment of both the organization and the team, are important factors that can predict how engaged employees will be. This shows how important it is to make sure that the company's goals are in line with what the employees want (Nienaber & Martins, 2020). The PERMA model, which stands for positive emotion, engagement, relationships, meaning, and accomplishment, is a good way to make employees happier and more engaged, especially in a workplace with people from different generations (Salvadorinho et al., 2025)..Also, because employee engagement is dynamic and relational, combining digital technologies with hybrid working models could lead to new ways of studying and improving engagement, which would help balance individual performance and well-being (Wierzbicki, 2022). These KPIs, when looked at together, give a full picture of how to measure and boost employee engagement, which will help the organization be more effective and last longer.

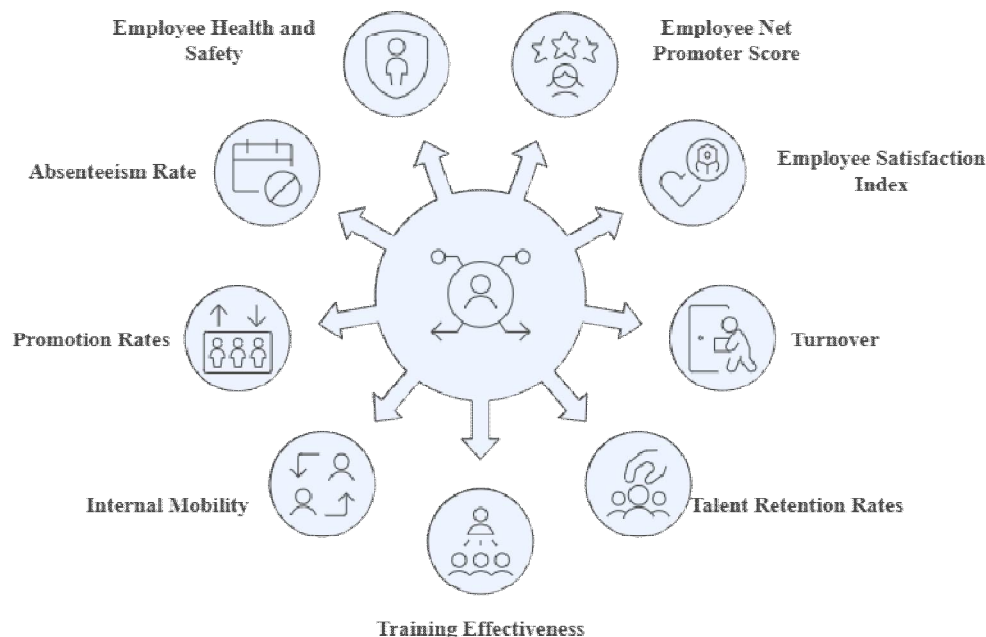


Fig.1. Social Key performance Indicators in HRM

Source: Adapted by the author from (Gabcanova, 2012)

A successful human resources (HR) dashboard for managing employees should include a full set of Key Performance Indicators (KPIs) that inform you

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how well they are performing and how healthy your business is as a whole. These KPIs should have numbers that show how well employees are doing their jobs, how engaged they are, and how healthy they are. These are important for understanding and improving employee productivity and satisfaction. For example, performance evaluation systems that find out what employees are good at and what they need to work on can help people reach their personal goals and the goals of the organization (Vuong & Nguyen, 2022). Adding health and well-being metrics, like how many people are using wellness programs and how often they go to the doctor, can also give you an idea of the overall health of your employees and the success of your health programs (Grossmeier, 2020). HR analytics is also important because it lets you use data-driven insights throughout the employee lifecycle, which makes strategic planning and decision-making better (Hardiyono et al., 2023). Adding cultural reflection as a key performance indicator (KPI) can also help HR professionals understand and deal with cultural differences in the workplace, which can make the workplace more welcoming and peaceful (Alrashedi, 2024).

2. Methodology:

We followed an explorative methodology based on an interview survey of HR directors and questionnaire survey of HR managers. Therefore, these methods enable an all-round appreciation of talent management practices and challenges in organizations. This approach provides us with the ability to draw insights from multiple perspectives and guarantees that what we observe captures the nuances of talent management in different organizations. This is consistent with the call for a pluralist understanding of talent management and acceptance of the multiple environments in which organizations operate. We can overcome the challenges of talent management in a healthier way if we infuse many perspectives. Furthermore, we are not limited to quantitative data but can also collect qualitative data. For our analysis, thus adding depth to our understanding of what works in talent management. The bottom line: This huge expanse of information will ultimately make it possible to refine sophisticated cases for organizations that struggle with their talent strategies for whatever reason.

2.1. Data and sample:

This study applied a quantitative methodology and targeted personnel working in human resource management in companies in Algeria. The respondents were an HR manager. We chose to deliver the questionnaires via electronic distribution and contacted the HR directors to introduce the study's goals and obtain access to HR managers. We sent the questionnaires to HR

managers who agreed to participate in the study as soon as we provided consent. This method made it more likely to obtain a response rate, and data collection would be more relevant and reflective of the current HR and social KPIs used in different organizations.

2.1.1. Human Resource Managers sample :

Table 2. HR Managers sample characteristics (N=50)

		N	%
Initial training in HR management	Yes	28	56%
	No	22	44%
HR work experiences	Mean	9.94 years	
	01 to 09 years	27	54%
	10 to 19 years	20	40%
	20 to 30 years	03	06%

Source: Empirical outcomes

Table 2 provides the details of the sample of HR managers (N=50), specifically focusing on their initial training and work experience in the HRM sector. The table shows that most HR managers hold an HR management Initial training n=28 (56%); however, there are n= 22 (44%) HR managers without HR management initial training this discrepancy in initial training raises important questions about the effectiveness of HR practices within organizations.

With an average work experience of 9.94 years, most of the HR managers in the sample (n=27, 54%) had worked between 01 and 06 years as HR professionals. This suggests that the sample is based on mid-career individuals with a fair understanding of HR practices and challenges. In addition, 40% of the sample (n = 20) had worked between 10 and 19 years as HR managers. This suggests that a significant portion of the sample occupied middle- or top-management positions. Lastly, only three individuals (n= 03, 06%) with years of experience enter 20 and 30 years of experience. The findings indicate a relatively young workforce in terms of experience, as evidenced by their HR practices and attitudes.

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Table 3. Companies sample categories (N=50)

		N	%
Size of company	from 250 employees and less	18	36%
	251 to 1000 employees	25	50%
	More than 1000 employees	07	14%
ISO management system certification	Yes	28	56%
	No	22	44%
Industry classification	Manufacturing	23	46%
	Wholesale	05	10%
	Oil and gaze	11	22%
	Construction	07	14%
	Traveler Accommodation	04	08%
Types of organization	Public sector	23	46%
	Private sector	15	30%
	Multinational	12	24%

Source: Empirical outcomes

The sample of companies used in this study is described in Table number 03. The data are organized into four comprehensive categories: company size (number of employees), ISO certification, sector of activity, and company ownership.

Primary, about the size of the companies, most of them are between 251 and 1000 employees large (n=25, 50%) of the sample. 36% of companies have 250 employees or less, 14% have 1000 or more employees.

Concerning ISO management system certification, 56% of the companies are ISO certified, indicating a strong interest in quality management. However, 44% of the firms are not ISO certified, indicating an area of development potential in the quality management systems.

The industry classification shows that the manufacturing sector is the most populated, representing 46% of our sample. Several other industries followed, with oil and gas represented by (n=11, 22%), wholesale representing 10%, construction at 14%, and traveler accommodation at 8%. This distribution illustrates the strength of manufacturing in the sample but also shows diversity across other sectors.

2.2. Research instrument :

2.2.1. E-questionnaire: The survey questionnaire consisted of a 6-question descriptive section dealing with the socio-professional

characteristics of the HR managers who make up the sample and their actual companies (job position, HR experience, initial HR training, etc.). Additionally, it included a 10-item section listing the HR KPIs, and asking respondents to rank from the most to the least used indicator in HR Dashboard, in order of importance.

3. Empirical results:

Table 4. HR KPIs by order of importance

Ordre	KPI	%
01	Career development and internal employee mobility	66%
02	Absenteeism	60%
03	Voluntary departures (resignations)	50%
04	Updating of benefits and salary scales	46%
05	Non-quality of work	36%
06	Continuing training budget	32%
07	Occupational illnesses	28%
08	Work-related accidents	26%
09	Waste and lack of eco-actions	24%
10	Participative decision-making	22%

Source: Empirical outcomes

The empirical results of Table 4 rank the respective KPIs in order of importance for Human Resources KPIs. It highlights key areas for organizations to target in order to improve employee engagement and overall organizational impact.

The highest weighing KPI recognized is "Career development and internal employee mobility" with a 66% weighting. It indicates that organizations are aware that employees find it more rewarding and may even stay longer in the job if they are given the opportunity to grow. The next is "Absenteeism" at 60%, which suggests that employee attendance management is essential to ensure productivity and operational efficiency.

Number three at 50 percent is voluntary departures, which highlights the importance for organizations to understand the reasons for employee turnover and to initiate strategies to increase employee retention. The fourth KPI Updating of benefits and salary scales at 46% signifies how organizations need to ensure that their compensation packages remain competitive to attract and retain talent.

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Among other important KPIs, we found that "Non-quality of work" was chosen by 36%, showing how sharing high-quality work is essential, while "Continuing training budget," which makes sense as it also prepares employees for each new situation, had 32%. The remaining KPIs, namely "Occupational illnesses" (28%), "Work related accidents"(26%), "Waste & lack of eco-actions"(24%) and "Participative decision making" (22%), showcase the multi-dynamic nature of HR management and a variety of elements which benefit the workplace environment.

4. Discussion :

For organizations that want to improve employee engagement as well as achieve organizational objectives, prioritizing Human Resources Key Performance Indicators (KPIs) is always important. Since in Algeria, it suffers from labor market based on a dozen of socio-economic factors, Organizations must adopt KPIs that reflect the socioeconomic and cultural contexts of their workforce. The first KPI of the empirical outcomes, "Career development and internal employee mobility," carries a very high weight of 66 percent. This result is consistent with more general literature explaining the effect of career advancement opportunities on reducing employee turnover and increasing employee satisfaction. For instance, in the context of Algeria, where youth unemployment is a current hot button (World Bank, 2020), organizational efforts to drive annual career development initiatives could serve to boost employee morale, as well as mitigate turnover intentions. Lim, et al., aimed that companies practicing employee development are noted to retain a greater amount of talent thus creating a stable workforce (Brewster et al, 2016). The second and third KPIs ("Absenteeism" (60%)) and ("Voluntary departures (resignations)" (50%)) points to the importance of monitoring reasons for absenteeism, as well as identifying key reasons for turnover. In Algeria, absenteeism has been associated with job dissatisfaction, health concerns, and work-family conflict (Khalid et al., 2021). Productivity and operational efficiency can be improved drastically through appropriate HR policies that help in resolving these issues. Moreover, for organizations to come up with retention methods, it is crucial to know the reasons behind voluntary resignations. Bouzid and Benhamadi (2022) states that if employee grievances are handled Systematic wise and work culture is facilitated properly employee turnover can be reduced in Algerian firms. The fourth is KPI, "Updating of benefits and salary scales" (46%) — Organizations need to ensure its pay packages... Due to fluctuations in the economy also jolting the couche de vie in Algeria, organizations need to frequently reevaluate and redesign their compensation strategies to compete for the talent they want to attract and retain.

Studies by Lahlou (2019) suggest that providing attractive salary packages and benefits is essential to fulfil employee expectations in the Algerian labour market. But alternatively, the HR KPIs focus on "Employee satisfaction and morale" (70%) and "Diversity and inclusion initiatives" (65%)(Lahlou,2019). To build a positive organizational culture in the Algerian environment is very important in order to increase the level of employee engagement and productivity. Previous research has indicated that organizations with diversity and inclusion are more innovative and have a better performance (Nassif et al., 2020). Having inclusive workplace helps with attracting talented personnel from various backgrounds and improving the dynamics between different members in a team which is the case in multi-culture society such as Algeria.

5. Conclusion:

This study identifies indispensable HR KPIs for Algerian firms, with career development (66%), absenteeism (60%), and voluntary departures (50%) emerging as priority areas. These findings reveal the urgent need for specific frameworks that reflect the particular economic and cultural realities of Algeria to promote the employee well-being and engagement. It does add to the literature in the field of HRM but more specifically provides implications for organizations wishing to enhance their human resource practices in Algeria. Implications for future work with this in mind; future work is needed to create and validate such frameworks, as well as to investigate in more detail how these indicators affect organizational performance and sustainability. Moreover, cross-national studies between other developing economies could provide wider views about how generalizable these results are and enhance the comprehension regarding HRM practices worldwide.

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