Cadernos de Pós-Graduação em Direito Político e Econômico
Published by: Centro de Estudos Acadêmicos Press
ISSN: 1678-2127
Volume 26 ***Issue 2,*** **2026**
Website: https://ceapress.org

The Impact of Strategic Human Resource Management (Planning, Recruitment, and Motivation) on Administrative Excellence in an Organisation: A Case Study

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Received: 20/01/2026 **Accepted: 30/04/2026** **Published: 02/07/2026**

Abstract
This study examined the impact of strategic human resource management through planning, recruitment, and motivation non administrative excellence in the organisation under study. A descriptive–analytical design was used. A questionnaire was administered to a random sample of 30 employees, and the data were analysed using SPSS. The results indicated that strategic human resource management had a statistically significant effect on administrative excellence. The model yielded a moderate positive association ($R = .587$) and an adjusted coefficient of determination of .322, indicating that the predictors explained 32.2% of the variance in administrative excellence after adjustment. These findings underscore the importance of adopting strategic human resource management practices to strengthen organisational performance and administrative excellence. They also indicate that additional organisational variables not included in the model contribute to administrative excellence.
Keywords: human resources, strategic management, strategic human resource management, administrative excellence

1. Introduction

Strategic human resource management is one of the key functional strategies on which organisations rely. It applies contemporary concepts to the management of people and introduces a strategic dimension by defining a clear mission, vision, and objectives that support the organisation's overall goals. It also encompasses the formulation of human resource policies and the planning of employees' career paths to ensure that they become effective and distinguished contributors. Hence, organisations seeking leadership and excellence increasingly adopt modern management approaches grounded in a culture of excellence, particularly administrative excellence. Algerian organisations likewise seek to respond to continuous change by adopting contemporary principles and practices that strengthen organisational capabilities and raise performance towards international standards.

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1.1. Research Problem

To what extent does strategic human resource management, through planning, recruitment, and motivation, affect administrative excellence in the organisation under study?

The following research questions were formulated:

- Is strategic human resource management, together with its dimensions, correlated with administrative excellence in the organisation under study?
- Do strategic human resource management and its dimensions (planning, recruitment, and motivation) have statistically significant effects on administrative excellence in the organisation under study?

1.2. Study Hypotheses

The following two main hypotheses were formulated:

- Strategic human resource management is positively correlated with administrative excellence in the organisation under study at $\alpha = .10$.
- Strategic human resource management has a statistically significant effect on administrative excellence in the organisation under study at $\alpha = .10$.
    - The main hypotheses were divided into the following sub-hypotheses:
- Planning is positively correlated with administrative excellence in the organisation under study.
- Recruitment is positively correlated with administrative excellence in the organisation under study.
- Motivation is positively correlated with administrative excellence in the organisation under study.
- Planning has a statistically significant effect on administrative excellence in the organisation under study.
- Recruitment has a statistically significant effect on administrative excellence in the organisation under study.
- Motivation has a statistically significant effect on administrative excellence in the organisation under study.

1.3. Previous Studies

Alzaabi and Al-Dhaafri (2018) examined the effects of strategic human resource management and strategy management on the organisational performance of the UAE Civil Defence. They reported a significant positive effect of strategic human resource management on organisational performance and emphasised the role of strategic human resource planning in improving performance.

Bassem et al. (2019) examined human resource managers' views of strategic human resource management and its influence on organisational performance. They found that many Egyptian organisations lacked a clear long-term human resource strategy, which contributed to uncertainty regarding the relationship between strategic human resource management and organisational performance.

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Fellag and Youcef (2020) examined the role of strategic human resource management in improving the performance of public organisations through a case study of the Directorate of Human Resources at the Algerian Ministry of Higher Education. They found a relationship between the stages of strategic human resource management and organisational performance, attributable to the attention given to strategic planning and implementation across functional levels.

Lout et al. (2020) investigated the impact of strategic human resource management on employee performance in the youth divisions of Algerian professional football clubs between 2015 and 2018. They reported a strong positive relationship between strategic human resource management practices and job performance and concluded that these practices contribute to improved employee performance.

1.4. Study Structure

1. The nature of strategic human resource management.
2. The theoretical framework of administrative excellence.
3. The study methodology and empirical analysis.

2. The Nature of Strategic Human Resource Management

2.1. Definition of Strategic Human Resource Management

Strategic human resource management has been defined in several ways:

- “It comprises new and contemporary practices that shape the organisation’s long-term policy for dealing with the human element and all matters relating to employees’ working lives. These practices are consistent with the organisation’s overall strategy, circumstances, and future mission that it aspires to achieve within the environment in which it operates and the various changes it encompasses” (Saishi & Youssef, 2014, p. 420).
- “Strategic human resource management is the process of making decisions related to the human resource system, which seeks to achieve the adaptation of the human resource system to the surrounding environmental conditions, support the organisation’s strategies, and achieve its strategic objectives” (Yahdia, 2005, p. 83).
- “Strategic human resource management defines the organisation’s intentions and plans based on how business objectives can be achieved through people. It is based on three propositions: that human capital is a major resource for competitive excellence; that people are those who implement the strategic plan; and that a systematic approach should be adopted to determine where the organisation wants to go and how it can get there” (Armstrong, 2008).

2.2. Objectives of Strategic Human Resource Management

The strategic objectives of human resource management roles and functions can be summarised as follows (Abbas, 2018):

- Attract appropriately qualified human resources by developing a precise strategy that is aligned with the organisation’s overall strategy.

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- Anticipate contemporary and emerging global trends in administrative, production, marketing, legal, and other external-environmental domains so that the human resource strategy remains adaptive.
- Ensure that the human resource management function is staffed by specialised, qualified, and highly professional employees who can perform expected and unexpected tasks efficiently.
- Continuously update human resource policies and programmes in line with current developments in the field.

2.3. Modern Models of Strategic Human Resource Management

The following models are among the most prominent:

1. Best Practice Model

This model, also known as the universalistic model, is based on the assumption that there is a set of optimal human resource management practices whose implementation leads to a substantial improvement in organisational performance. It is described as "universal" because it is considered applicable to different types of organisations and in any environment, regardless of sector or size (Armstrong, 2006). Several lists of these practices have been identified, among the most prominent of which is the following: ensuring job security, selecting the most competent employees, adopting self-managed work teams, providing high compensation linked to performance, investing in training to develop a skilled and motivated workforce, reducing status differentials within the organisation, and promoting information sharing and participation in decision-making (Armstrong, 2006, p. 55).

2. Best Fit Model

This model emphasises the need for human resource management strategies to be aligned with the specific circumstances of the organisation, such as its culture, internal processes, and external environment. It also stresses that these strategies should simultaneously take into account the interests of the organisation and the needs of its employees. For this reason, many researchers consider the best fit model to be more realistic and significant than the best practice model (Armstrong, 2011).

3. Resource-Based Model

This model focuses on the strategic value of human resources as a fundamental element in the success of the organisation and the achievement of its objectives. Proponents of this model argue that human resources can constitute a genuine competitive advantage if they possess certain characteristics, as indicated by Barney: they must be valuable, rare, difficult to imitate, and difficult to substitute with another resource (Moayad, 2009).

4. Human Resource Accounting Model

This is considered one of the earliest models adopted in the field of strategic human resource management, drawing on various theories related to the labour market, human capital, and incentives. This model focuses on raising managers' awareness of the impact of their decisions on human resources and, consequently, on the organisation's ability to achieve its strategic objectives (Belmahdi, 2008). It seeks to promote human behaviours that support cooperation between individuals and the organisation by creating shared objectives that bring management and employees together in pursuit of organisational goals. Nevertheless, this model encounters some difficulties in application, particularly regarding the use of accounting methods to measure and utilise social information (Belmahdi, 2008).

5. Knowledge Management Model

The concept of knowledge has become widely used in management practices and studies, contributing to the development of the knowledge management model as one of the strategic approaches to human resource management. An analysis of this concept demonstrates its consistency with competency management within the framework of strategic human resource management. Enhancing human resources and individual competencies depends on the ability to manage knowledge effectively. Enhancing these competencies is also associated with individuals' ability to cooperate through the exchange of experiences and information and to contribute to building positive relationships among the various competencies within the organisation (Yahdia, 2005).

6. Total Quality Management Model

Total quality management is one of the most prominent models adopted in strategic human resource management. It is viewed as a management system aimed at achieving customer satisfaction by transforming the behaviours and orientations of human resources and competencies, and encouraging their participation in the formulation and implementation of both strategic and operational decisions. This model strengthens individuals' sense of belonging within the organisation and encourages them to work as one team and continuously improve performance, with an emphasis on adopting effective and highly efficient organisational behaviour. It is based on utilising the shared capabilities and skills of management and competencies to improve quality and continuously increase productivity, thereby enabling the organisation to achieve a sustainable competitive advantage (Leila et al., 2009).

3. Theoretical Framework of Administrative Excellence

3.1. Definition of Administrative Excellence

Administrative excellence has been defined in several ways:

Administrative excellence consists of distinctive organisational management practices that seek to achieve superior results through results orientation, employee focus, leadership and unity of purpose, process management, employee development and involvement, continuous improvement through creativity and learning, partnership development, and social responsibility (Al-Mutairi, 2023, p. 694).

Administrative excellence is also defined as a state of managerial creativity, organisational superiority, and the various processes practised by the organisation, whether productive, marketing, financial, or otherwise, which achieve high levels of performance resulting in outcomes and achievements through which it surpasses its competitors, together with the corresponding satisfaction of the organisation's stakeholders (Al-Meligy, 2012, p. 10).

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It is a long-term process centred on key strategic issues, such as improving functional processes, improving individual performance, and developing a quality framework in order to provide excellent service to customers (Marinescu & Toma, 2018, p. 967).

3.2. Principles of Administrative Excellence

Administrative excellence is supported by the following fundamental principles (Al-Bourini, 2016):

- Perform work diligently while maintaining continuous communication and close relationships with customers.
- Enhance autonomy, leadership capacity, and productivity through employee empowerment.
- Direct efforts towards activities that create genuine value and focus on those that the organisation performs proficiently and distinctively.
- Adopt simple organisational structures with a limited number of managerial levels and a streamlined senior management team.
- Combine firmness and flexibility in management while remaining consistent with the organisation's core values.
- Provide the information required to support decision-making.

3.3. Approaches to Administrative Excellence

Four principal approaches to administrative excellence are identified (Al-Dala'in, 2018):

Strategic management. This modern intellectual approach determines the organisation's overall direction, develops a clear future vision, formulates its mission, and specifies long-term objectives. It also analyses the organisation's relationship with its environment to identify opportunities, threats, strengths, and weaknesses and to support the continuous review and evaluation of long-term strategic decisions.

Total quality management. This managerial philosophy seeks to ensure quality throughout all stages of organisational work, from identifying customer requirements to design, technology, and production. It integrates organisational activities and encourages broad participation in continuous improvement.

Re-engineering. This approach promotes radical change by redesigning work from the ground up rather than merely modifying existing practices. It replaces traditional methods with new ways of designing products and delivering services to meet customer requirements more effectively.

Benchmarking. This continuous process compares an organisation's performance, services, and practices with high-performing organisations or with its own stronger past performance to identify opportunities for ongoing improvement.

4. Study Methodology

A descriptive–analytical design was used to examine the impact of strategic human resource managementthrough planning, recruitment, and motivationon administrative excellence. The study was conducted at the Directorate of Tourism and Handicrafts of Saïda

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ISSN: 1678-2127
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Province, whose 46 employees were distributed across all organisational departments. The hypotheses were tested using SPSS version 23 at α = .10. Pearson correlations, simple linear regressions, and multiple linear regression were used to analyse the data.

4.1. Data Collection Instrument

The questionnaire comprised three parts: demographic information (gender, age, educational level, job position, and years of experience), nine items measuring strategic human resource management, and 15 items measuring administrative excellence. The strategic human resource management scale covered planning, recruitment, and motivation.

4.2. Study Population and Sample

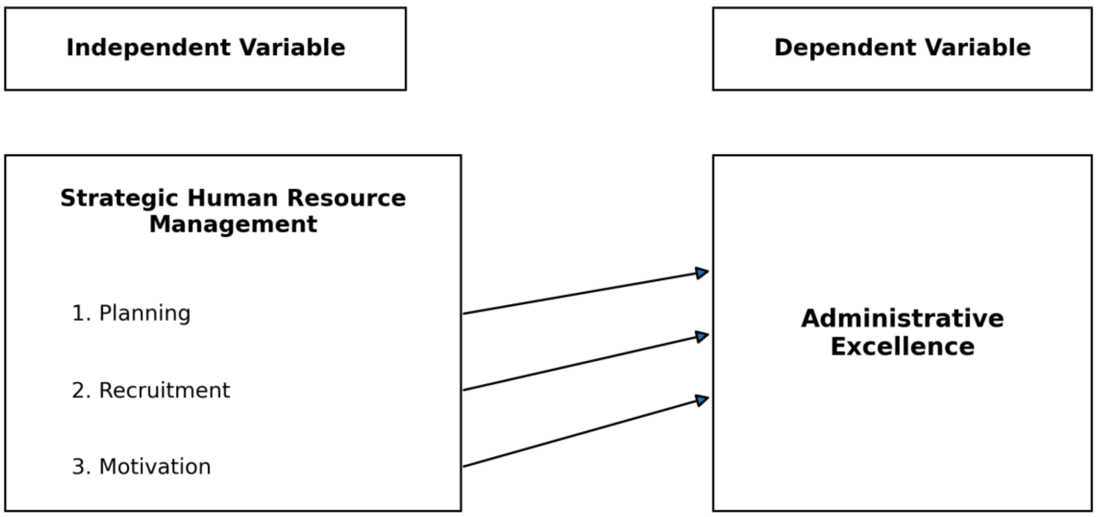
The study population consisted of all 46 employees of the Directorate of Tourism and Handicrafts of Saïda Province. A simple random sample of 30 employees was selected, and all distributed questionnaires were retrieved.

4.3. Study Model

Figure 1 presents the conceptual model derived from the theoretical framework and previous studies.

Figure 1

Conceptual Study Model



Note. SHRM = strategic human resource management. Prepared by the author.

4.4. Estimation of the Study Model

4.4.1. Correlation Analysis

Pearson product–moment correlations were calculated to examine the relationships among planning, recruitment, motivation, and administrative excellence. The results are presented in Table 1.

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Table 1

Correlations Among Strategic Human Resource Management Dimensions and Administrative Excellence

Variable	Statistic	Planning	Recruitment	Motivation	Admin. excellence
Planning	r	1	.587**	.912**	.333†
	p	—	.001	< .001	.072
Recruitment	r	.587**	1	.867**	.457*
	p	.001	—	< .001	.011
Motivation	r	.912**	.867**	1	.543**
	p	< .001	< .001	—	.002
Admin. excellence	r	.333†	.457*	.543**	1
	p	.072	.011	.002	—

Note. N = 30. † p < .10. * p < .05. ** p < .01 (two-tailed). Calculations are based on SPSS version 23 output.

Table 1 shows that planning was positively correlated with administrative excellence ($r = .333$, $p = .072$); recruitment was positively correlated with administrative excellence ($r = .457$, $p = .011$); and motivation was positively correlated with administrative excellence ($r = .543$, $p = .002$). At $\alpha = .10$, all three relationships were statistically significant. Motivation showed the strongest bivariate association with administrative excellence, followed by recruitment and planning.

4.4.2. Multiple Linear Regression

Multiple linear regression using the ordinary least squares method was conducted to test whether planning, recruitment, and motivation jointly predicted administrative excellence.

4.4.2.1. Model Summary

The model summary is presented in Table 2.

Table 2

Model Summary for the Multiple Regression

Model	R	R^2	Adjusted R^2
1	.587	.345	.322

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ISSN: 1678-2127
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Note. R^2 = coefficient of determination. Calculations are based on SPSS version 23 output.

As shown in Table 2, the multiple correlation coefficient was R = .587. The model produced R^2 = .345 and an adjusted R^2 = .322. Thus, the three predictors accounted for 34.5% of the observed variance in administrative excellence and 32.2% after adjustment, while the remaining variance was attributable to variables not included in the model.

4.4.2.2. Analysis of Variance (ANOVA)

H_0: The regression model is not statistically significant.
H_1: The regression model is statistically significant.

An analysis of variance was used to assess the overall statistical significance of the multiple regression model. The results are presented in Table 3.

Table 3

Analysis of Variance for the Multiple Regression Model

Model	Sum of squares	df	Mean square	F	p
Regression	4.485	3	1.495	14.757	.001
Residual	4.771	26	.170	—	—

Note. The predictors were planning, recruitment, and motivation. Calculations are based on SPSS version 23 output.

The ANOVA indicated that the model was statistically significant, F(3, 26) = 14.757, p = .001. The null hypothesis was therefore rejected in favour of the alternative hypothesis.

4.4.2.3. Regression Coefficients

The unstandardized coefficients for the multiple regression model are presented in Table 4.

Table 4

Unstandardized Regression Coefficients

Predictor	B	SE	t	p
Intercept	1.016	.271	3.752	.001
Planning	1.466	.306	4.789	< .001
Recruitment	.351	.073	2.721	.011
Motivation	.286	.083	3.426	.002

Note. B = unstandardized coefficient; SE = standard error. Calculations are based on SPSS version 23 output.

Based on the reported p values in Table 4, planning (B = 1.466, p < .001), recruitment (B = .351, p = .011), and motivation (B = .286, p = .002) each had a positive and statistically significant coefficient at α = .10. The estimated multiple regression equation is:

$\hat{Y} = 1.016 + 1.466X_1 + 0.351X_2 + 0.286X_3$

where X_1 = planning, X_2 = recruitment, and X_3 = motivation.

4.4.3. Simple Linear Regression

Separate simple linear regression analyses were conducted to test the three dimension-specific hypotheses.

4.4.3.1. Planning

A simple linear regression was conducted to test whether planning predicted administrative excellence. The results are presented in Table 5.

Table 5

Simple Regression of Administrative Excellence on Planning

Predictor	Outcome	R	R^2	B	F	p
Planning	Admin. excellence	.333	.111	.286	3.503	.072

Note. Admin. = administrative; N = 30. Calculations are based on SPSS version 23 output.

Planning had a weak positive association with administrative excellence, R = .333, and explained 11.1% of its variance, $R^2 = .111$. The regression was statistically significant at $\alpha = .10$, $F(1, 28) = 3.503$, $p = .072$. The null hypothesis was therefore rejected.

$\hat{Y} = 1.466 + 0.286X_1$

4.4.3.2. Recruitment

A simple linear regression was conducted to test whether recruitment predicted administrative excellence. The results are presented in Table 6.

Table 6

Simple Regression of Administrative Excellence on Recruitment

Predictor	Outcome	R	R^2	B	F	p
Recruit.	Admin. excellence	.457	.209	.351	7.402	.011

Note. Admin. = administrative; Recruit. = recruitment; N = 30. Calculations are based on SPSS version 23 output.

Recruitment had a moderate positive association with administrative excellence, R = .457, and explained 20.9% of its variance, $R^2 = .209$. The regression was statistically significant, $F(1, 28) = 7.402$, $p = .011$. The null hypothesis was therefore rejected.

$\hat{Y} = 1.256 + 0.351X_2$

4.4.3.3. Motivation

A simple linear regression was conducted to test whether motivation predicted administrative excellence. The results are presented in Table 7.

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Table 7

Simple Regression of Administrative Excellence on Motivation

Predictor	Outcome	R	R^2	B	F	p
Motiv.	Admin. excellence	.543	.295	.286	11.738	.002

Note. Admin. = administrative; Motiv. = motivation; N = 30. Calculations are based on SPSS version 23 output.

Motivation had a moderate positive association with administrative excellence, R = .543, and explained 29.5% of its variance, $R^2 = .295$. The regression was statistically significant, $F(1, 28) = 11.738$, $p = .002$. The null hypothesis was therefore rejected.

$\hat{Y} = 1.390 + 0.286X_3$

4.4.4. Discussion of the Results

The findings demonstrate a positive relationship between strategic human resource management and administrative excellence. The adjusted coefficient of determination indicates that planning, recruitment, and motivation jointly explained 32.2% of the variance in administrative excellence. Among the individual dimensions, motivation explained the largest proportion of variance, followed by recruitment and planning. These results are consistent with the view that administrative excellence depends not only on strategic human resource management practices but also on broader organisational factors, including managerial approaches, employee empowerment, customer orientation, communication, and other contextual variables that were not included in the present model.

5. Conclusion

The theoretical and empirical analyses indicate that strategic human resource management is an important mechanism for strengthening administrative performance and improving the quality of organisational decisions and services. Planning, recruitment, and motivation contributed to administrative excellence to different degrees, with motivation showing the strongest bivariate explanatory power, followed by recruitment and planning. The findings therefore suggest that public organisations are more likely to achieve administrative excellence when human resources are managed strategically, and available competencies are used effectively. At the same time, the unexplained variance confirms that administrative excellence also depends on additional organisational and contextual factors.

5.1. Study Findings

The study produced the following principal findings:

- The overall regression model was statistically significant, $F(3, 26) = 14.757$, $p = .001$.
- The multiple regression model yielded R = .587, $R^2 = .345$, and adjusted $R^2 = .322$; thus, the predictors explained 34.5% of the observed variance and 32.2% after adjustment.

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ISSN: 1678-2127
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Website: https://ceapress.org

- Recruitment explained 20.9% of the variance in administrative excellence in the simple regression analysis.
- Planning explained 11.1% of the variance in administrative excellence in the simple regression analysis.
- Motivation explained 29.5% of the variance in administrative excellence in the simple regression analysis.

5.2. Recommendations

- Strengthen strategic human resource planning through targeted training courses and workshops.
- Review motivation policies to achieve an appropriate balance between material and non-material incentives.
- Develop leadership competencies through continuous, targeted professional development programmes.
- Strengthen employee empowerment by involving staff in relevant human resource management decisions.
- Build effective work teams and promote a culture of cooperation and teamwork.

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Published by: Centro de Estudos Acadêmicos Press
ISSN: 1678-2127
Volume 26 ***Issue 2,*** **2026**
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