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MASTER THESIS

**A thesis submitted in partial fulfilment of the requirements for the degree
In Management of Organisation**

**THE EFFECT OF CAREER MANAGEMENT ON
COMPETENT EMPLOYEES' RETENTION
CASE STUDY : SONATRACH**

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Abstract:

This study examines the influence of career management practices on retaining competent employees within SONATRACH. The primary objective is to analyse how well-structured career management programs affect long-term employee engagement. Using deductive methods and quantitative approaches, the research utilized both primary and secondary data sources. Career management practices investigated include promotion opportunities, training programs, succession planning, career change opportunities, evaluation processes, and recognition and reward systems. Findings indicate that career advancement opportunities, comprehensive training, and effective succession planning are crucial for fostering a positive work environment and employee loyalty. Although career change opportunities and evaluation processes are important for employee development, their impact on retention is complex. Balancing these with supportive evaluation mechanisms enhances retention. Recognition and rewards are key factors in retaining competent employees and boosting loyalty. Overall, the study confirms the importance of effective career management practices in promoting employee satisfaction and long-term retention at SONATRACH.

Keywords: Career management, retention, employee satisfaction, competence, Recognition and rewards.

Résumé :

Cette étude examine l'influence des pratiques de gestion de carrière sur la rétention des employés compétents au sein de SONATRACH. L'objectif principal est d'analyser comment des programmes de gestion de carrière bien structurés affectent l'engagement à long terme des employés. Utilisant des méthodes déductives et des approches quantitatives, la recherche a exploité des sources de données primaires et secondaires. Les pratiques de gestion de carrière étudiées incluent les opportunités de promotion, les programmes de formation, la planification de la relève, les opportunités de changement de carrière, les processus d'évaluation et les systèmes de reconnaissance et de récompense. Les résultats indiquent que les opportunités d'avancement de carrière, la formation complète et la planification efficace de la relève sont essentielles pour favoriser un environnement de travail positif et la loyauté des employés. Bien que les opportunités de changement de carrière et les processus d'évaluation soient importants pour le développement des employés, leur impact sur la rétention est complexe. Équilibrer ces opportunités avec des mécanismes d'évaluation de soutien peut améliorer la rétention. La reconnaissance et les récompenses émergent également comme des facteurs clés pour retenir les employés compétents et renforcer leur loyauté. Dans l'ensemble, l'étude confirme l'importance des pratiques efficaces de gestion de carrière pour promouvoir la satisfaction des employés et la rétention à long terme chez SONATRACH.

Mots-clés : Gestion de carrière, rétention, satisfaction des employés, compétence, reconnaissance et récompenses.

الملخص:

تبحث هذه الدراسة في تأثير ممارسات إدارة الحياة المهنية على الاحتفاظ بالموظفين الأكفاء داخل شركة سوناطراك. الهدف الأساسي هو تحليل كيفية تأثير برامج إدارة الحياة المهنية المنظمة بشكل جيد على التزام الموظفين طويل الأجل. استخدمت الدراسة مناهج استنتاجية ونهجاً كمياً، مستفيدة من مصادر البيانات الأولية والثانوية. تشمل ممارسات إدارة الحياة المهنية التي تم التحقيق فيها فرص الترقية، وبرامج التدريب، والتخطيط للخلافة، وفرص تغيير الحياة المهنية، وعمليات التقييم، وأنظمة الاعتراف والمكافآت. تشير النتائج إلى أن فرص التقدم في الحياة المهنية، والتدريب الشامل، والتخطيط الفعال للخلافة ضرورية لتعزيز بيئة عمل إيجابية وولاء الموظفين. رغم أن فرص تغيير الحياة المهنية وعمليات التقييم مهمة لتطوير الموظفين، فإن تأثيرها على الاحتفاظ معقد. يمكن أن يسهم التوازن بين هذه الفرص وآليات التقييم الداعمة في تحسين الاحتفاظ. كما تُعد أنظمة ومبادرات التقدير والمكافآت عوامل أساسية في الاحتفاظ بالموظفين الأكفاء وتعزيز ولائهم. بشكل عام، تؤكد الدراسة على أهمية ممارسات إدارة المسار المهني الفعالة في تعزيز رضا الموظفين والاحتفاظ بهم على المدى الطويل في شركة سوناطراك.

كلمات المفتاحية: إدارة المسار المهني، احتفاظ بالموظفين، رضا الموظفين، كفاءة، تقدير، مكافآت.

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List of Abbreviations

ANOVA– Analysis of Variance.

SPSS – Statistical Package for Social Science.

SD – Standard Deviation.

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INTRODUCTION

INTRODUCTION

In contemporary organizational dynamics, the retention of competent employees, particularly those holding managerial positions or possessing valuable expertise, stands as a critical challenge for sustaining organizational success and competitiveness. Among the pivotal factors influencing retention, effective career management emerges as a cornerstone, orchestrating the trajectories of employees' professional growth and organizational contributions. This thesis endeavours to delve into the multifaceted impact of career management on the retention of competent employees, with a special focus on employees with socio-professional "cadre status" with the boasting specific degrees or significant experiential acumen.

Career management encompasses a spectrum of practices and strategies aimed at facilitating employees' career development within an organizational context. Central to this discourse are elements such as promotion, training, succession planning, evaluation, career exploration, reward, and recognition, each wielding profound implications for employee retention. Understanding how these components intersect and synergize within the broader framework of career management is essential for discerning their collective impact on retaining competent employees.

Firstly, career development initiatives, including promotion schemes, training programs, and succession planning, play pivotal roles in shaping employees' career trajectories and fostering their sense of professional advancement within the organization. These initiatives not only equip employees with the requisite skills and competencies to excel in their roles but also signal the organization's commitment to nurturing talent and facilitating upward mobility.

Secondly, evaluation processes and career exploration mechanisms serve as linchpins in the career management paradigm, offering employees opportunities for self-assessment, feedback, and directional clarity. By providing avenues for employees to assess their skills, interests, and aspirations vis-à-vis organizational goals, evaluation and career exploration activities empower individuals to make informed career choices aligned with their personal and professional aspirations.

Furthermore, the nexus between reward, recognition, and retention underscores the intrinsic link between organizational acknowledgment and employee loyalty. Recognizing and rewarding employees for their contributions not only enhances morale and job satisfaction but also fosters a culture of appreciation and reciprocity, thereby bolstering employee commitment and propensity to remain with the organization.

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In light of these considerations, this thesis seeks to unravel the intricate interplay between career management practices and the retention of competent cadre-level employees. By scrutinizing the efficacy of various career management interventions and their resonance with the needs and aspirations of critical employees, this study aims to offer insights into optimizing organizational strategies for competence retention and fostering a conducive environment for sustained employee engagement and growth.

Through an empirical investigation into the career management landscape within organizations, particularly within the context of SONATRACH, this thesis endeavours to shed light on the nuanced dynamics underpinning the retention of competent employees. By elucidating the interplay between career development initiatives, evaluation mechanisms, and reward structures, this study aspires to furnish actionable recommendations for organizations seeking to fortify their competence retention endeavours and cultivate a culture of career longevity and professional Potential.

1. Problem Statement:

Challenge: In today's dynamic business environment, retaining competent employees is critical for organizational success. These employees bring expertise, dedication, and vision, driving innovation, productivity, and strategic alignment within their teams. Moreover, given their potential, skilled employees may eventually be ready for manager positions, further underscoring their significance within the organization. However, fierce competition for skilled professionals and evolving industry demands makes competent employee retention a significant challenge. Traditional approaches to employee retention may not be enough to keep competent employees engaged and motivated, leading to high turnover rates and a loss of valuable talent.

2. Knowledge Gap:

While the importance of employee retention strategies is widely recognized, research often focuses on general employee populations. There is a need for a deeper understanding of how career management practices can be specifically tailored to address the needs and aspirations of competent employees, ultimately enhancing their retention within the organization. By focusing on career management strategies, the research will explore how organizations can create a more engaging and development-oriented work environment for their competent future talent.

Expected Outcomes: The research findings will contribute to the existing body of knowledge on career management practices and competent employee retention. It aims to identify best

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practices in career management for organizations to:

Attract and retain high-potential competent employees

Create clear career paths and opportunities for advancement within the organization.

Increase employee engagement, job satisfaction, and organizational commitment.

By addressing these objectives, the research will provide valuable insights and recommendations for organizations to optimize their cadre competent management strategies and build a strong pipeline of future leaders.

3. Research Questions:

Taking into account the insights provided earlier, we articulate our research question as follows:

To what extent does career management practices impact the retention of competent employees within their respective organisations?

In order to simplify our question, we propose three sub-questions as follows:

- Does career advancement opportunities affect the retention of competent employees ?
- Does career change management, evaluation, and monitoring practices affect the retention of competent employees ?
- Does reward and recognition practices affect the retention of competent employees ?

The study's findings are anticipated to illuminate the importance of career management strategies in retaining highly skilled and proficient employees, mainly those with the status "cadre". Ultimately, these results aim to provide valuable insights for organisations, guiding them in implementing practices that improve employee retention and contribute to gaining a competitive edge through the retention of competence.

4. Research Objectives:

The overarching objective of this study is to investigate the influence of career management practices on the retention of competent employees within the organisation. The specific objectives include:

- Evaluate the career management practices inside the organisation
- Assessing the impact of promotion and training succession planning on competent employee's retention.

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- analysing the role of evaluation and employees support in influencing the decision of staying or leaving the organisation
- Examining the role of rewards and recognition in retaining competent employees and trying to know if it is the main reason for competent managers to stay within the organisation
- Analysing the factors which influence skilled employees' retention.

5. Study Plan:

In order to address our problem statement effectively, I have divided my study into three chapters as follows:

- Chapter One: titled “Literature review and conceptual framework”. This chapter aimed at elucidating the key aspects of the theoretical framework underpinning our research, as well as fundamental study concepts for comprehension
- Chapter Two: titled “Methodological framework ”. This chapter outlines the research design, data collection methods, sampling techniques, and analytical tools used to investigate the impact of career management on retaining competent employees within SONATRACH. It ensures a comprehensive understanding of the methodological approach, including ethical considerations and potential limitations.
- - Chapter Three: titled “Results and Discussion” which will focus on examining the reality of career management within SONATRACH and its impact on retaining competent employees.

CHAPTER 1

Literature Review And Theoretical Framework

Introduction

In the contemporary landscape of organizational management, the effective retention of competent employees stands as a critical objective for sustaining competitive advantage and achieving long-term success. Central to this endeavor is the strategic implementation of career management practices within Human Resource Management (HRM). This chapter delves into the foundational elements of career management and its profound implications for fostering employee retention. Here, we will not only explore the theoretical underpinnings and empirical evidence surrounding this relationship but also extract hypotheses and sub-hypotheses that guide our investigation. Additionally, the conceptual model will be elucidated, highlighting the interplay between career management strategies and competent employee retention. By synthesizing literature on HRM and career management practices in specific, and also retention strategies, this study aims to provide a robust foundation for understanding how proactive career management initiatives can significantly influence organizational stability and performance.

Section 1: Literature review

(Xolani Thusi & Chauke, 2023) The primary objective of the study was to explore strategies for retaining and attracting scarce skill sets while reducing turnover in the South African public sector. Focusing on how to effectively retain and attract skilled employees amidst high turnover rates, the research employed a literature review methodology to analyze existing research on these issues. Key variables under investigation included challenges in retaining scarce skills, turnover's impact on service delivery, retention strategies, and competition between sectors for skilled employees. Data collection involved reviewing literature from databases like Google Scholar and Web of Science. The study highlighted challenges in retaining skilled employees, the negative impact of turnover, and the need for effective strategies, emphasizing learning from the private sector. The implications suggest the need for practical strategies to attract and retain skilled employees, offering insights for policymakers, HR managers, and researchers.

(Ferdiana, 2023) Investigated the Impact of Career Development, Organizational Commitment, and Organizational Support on Employee Retention ,The research question addressed was how these factors collectively influence employee retention in organizations. The study employed a quantitative research design and utilized a multiple linear regression analysis to analyse the relationship between career development, organizational commitment, organizational support, and employee retention. Data were collected through a questionnaire survey administered to a sample of 70 employees from a specific university. The questionnaire included statements related to career development, organizational commitment, organizational support, and employee retention.

The key variables under investigation were: Career Development, Organizational Commitment, Organizational Support, Employee Retention

The main findings of the study indicated that career development, organizational commitment, and organizational support collectively had a significant impact on employee retention. The regression analysis revealed positive correlations between career development, organizational commitment, organizational support, and employee retention. Specifically, better career development, higher organizational commitment, and greater organizational support were associated with increased employee retention.

The implications of these findings suggest that organizations should focus on providing clear career paths, fostering organizational commitment, and enhancing organizational support to improve employee retention rates. By investing in these areas, organizations can create a

supportive work environment, increase job satisfaction, reduce turnover, and ultimately enhance overall organizational performance.

(Tej, Vagaš, Ali Taha, Škerháková, & Harničárová, 2021) conducted a study in various companies in the Slovak republic. The study explores the relationship between Human Resource Management (HRM) practices and the retention and commitment of talented employees within organizations. The primary data for the study was collected through a self-administered questionnaire during the second wave of the COVID-19 pandemic in the Slovak Republic. The questionnaire included 50 questions related to HRM practices applied in companies. The target population consisted of all employees who had been designated as organizational talents by the organizations.

The research underscores the significance of allocating resources towards nurturing talented employees to bolster future performance. It highlights the direct influence of HRM practices, particularly those centered around talent management, on both the performance and turnover rates of skilled staff. By pinpointing specific HRM strategies tailored to talent management, the study elucidates their impact on employee performance and retention. Moreover, it stresses the importance of performance management systems designed to target talented individuals for the betterment of organizational performance. Referencing the social exchange theory, the research elucidates how employees reciprocate benefits from organizations through their commitment and loyalty. In light of current challenges such as the pandemic, the findings imply that HRM practices are pivotal in retaining and engaging talented employees. Overall, the article underscores the crucial role of HRM practices in fostering organizational commitment, talent retention, and performance enhancement among skilled personnel.

(girande Hlanganipai & Musara, 2014) conducted a study on Career Management Practices: Impact of Work Design on Employee Retention using a quantitative research methodology. The study involved 116 randomly selected respondents from various industries including Manufacturing, Wholesale and Retail, Banking and Finance, and others. Self-administered questionnaires were utilized for data collection, and analysis was carried out using SPSS 20.0. The investigation aimed to explore the influence of work design on employee retention across various industries in Polokwane, South Africa. Key variables examined encompassed aspects such as job design, control of work schedule, and developmental group assignment. The analysis comprised descriptive statistics, correlation, and regression analysis, which revealed a significant relationship between work design variables and employee retention. The findings underscored the importance of specific work design elements in

enhancing employee retention, with implications for HR practices and organizational strategies. While the study demonstrated strengths such as a sufficient sample size and rigorous statistical analysis, limitations including potential biases in self-reported data and limited generalizability were noted. Future research directions could encompass longitudinal studies, interventions based on work design variables, and exploring the moderating role of organizational culture. Overall, this study contributes valuable insights into career management practices and the impact of work design on employee retention.

(Chew & Girardi, 2008) investigate whether Is Career Management the Panacea to Retaining Vital Staff?? The methodology used in the study employed a quantitative research approach. The sample population consisted of core employees from nine large Australian organizations. Surveys were administered to gather data from the respondents, resulting in a 57% response rate with 456 completed surveys received. In the study described, the dependent variable is employee retention, which is the outcome or response variable being measured or predicted. The independent variables, on the other hand, include various organizational and human resource practices, such as leadership behaviour, teamwork relationships, organizational culture, work environment, selection, remuneration, recognition, career management, and job design. These independent variables are manipulated or controlled to see how they affect the dependent variable, employee retention. The study's key findings indicate that human resource practices serve as a mediator between organizational factors and employee commitment. Specifically, the inclusion of HR practices accounted for an additional 8% of the variance in commitment, emphasizing their significant influence compared to other organizational aspects. However, a closer analysis revealed that only two HR practices, selection, and reward and recognition, emerged as statistically significant predictors of commitment, while career management practices did not impact the retention of vital employees.

These findings carry significant implications for HR theory, practice, and policy. They underscore the pivotal role of effective HR strategies, particularly in selection and reward and recognition, in shaping employee commitment and retention. The study underscores the importance of aligning organizational values with individual characteristics through rigorous selection practices. Moreover, it highlights the crucial role of fair remuneration and recognition in fostering organizational commitment. These insights emphasize the need for organizations to prioritize the implementation and enhancement of HR practices that effectively motivate and retain employees, thereby contributing to organizational success and competitiveness.

(Agtovia, 2021) The study aimed to explore whether compensation, career development, and work environment factors, either individually or collectively, influence employee retention

at PT Telkom Witel Tangerang BSD. This research focused on gathering insights from a targeted sample of permanent employees. Utilizing a sample size of 53 employees, the study employed simple random sampling to ensure equal representation across the population. Data collection was conducted through the distribution of questionnaires directly to employees, allowing for the collection of primary data. By adopting this approach. Overall, the study's findings suggest that while compensation plays a crucial role in positively influencing employee retention, career development and work environment factors at PT Telkom Witel Tangerang BSD may not significantly impact retention. These results offer valuable insights for organizations seeking to enhance their employee retention strategies, highlighting the significance of competitive compensation packages in retaining valuable employees.

(SAFI & HAMIDI, 2020) The study aimed to gain insights into the effectiveness of career management initiatives and their impact on employee loyalty and retention within the public sector hospital context, utilizing a sample comprising 80 employees from various categories, including doctors, nurses, administrative staff, and technicians. Data collection involved distributing questionnaires to the selected employees, with a total of 65 questionnaires returned and 60 deemed usable for analysis. Statistical analysis of the collected data was conducted using appropriate tests, such as the Chi-square test, to assess the significance of the findings. The analysis primarily centered on examining employee perceptions regarding career management practices and retention strategies within the hospital environment. The study on career management in a public hospital establishment reveals several key findings. Firstly, it emphasizes the significant impact of career management on employee motivation, highlighting its role in engagement and retention. Additionally, the level of satisfaction with career management practices directly affects employee loyalty and commitment. Furthermore, employees' perceptions of career development opportunities within the organization strongly influence their decisions regarding retention. Lastly, the study provides recommendations for improving career management practices, such as implementing annual performance appraisals and offering career support services. Overall, the findings underscore the importance of effective career management strategies in promoting employee motivation, satisfaction, and retention within the public healthcare sector.

(Asma Ahmed Houssein & others, 2020) The primary aim of this study was to investigate the influence of career development, employee engagement, and work-life balance on employee retention within the financial sector in Djibouti, East Africa. A quantitative approach rooted in positivist philosophy was utilized, employing a deductive approach and data

collection through a cross-sectional survey method using self-administered questionnaires distributed among financial sector employees in Djibouti. Nonprobability sampling techniques were employed, and data analysis was performed using SPSS software. The study focused on employee engagement, work-life balance, career advancement, and employee retention as the main variables, assessed using a Likert scale, and their reliability evaluated using Cronbach's alpha coefficient. Data collection involved both electronic and manual distribution of self-administered questionnaires, and SPSS software was used to analyse the responses, employing techniques such as frequency distributions, reliability testing, and multiple regression analysis to examine the hypotheses. The research revealed that employee engagement, work-life balance, and career advancement significantly impacted employee retention within Djibouti's financial sector, with high Cronbach's alpha values obtained through reliability testing indicating consistency of data across the constructs. The findings hold theoretical, practical, and policy implications for enhancing employee retention within Djibouti's financial sector, suggesting strategies to improve employee engagement, foster opportunities for career advancement, and support work-life balance to enhance retention rates. Integrating these factors into organizational policies and practices can contribute to creating a conducive work environment conducive to employee satisfaction and retention.

(Radovan Savov, Tluchor, & Kozáková, 2022) The study aimed to examine the determinants of skilled personnel retention in Slovakian enterprises, focusing on enterprise dimensions, ownership structure, involvement of foreign capital, financial performance, and the presence of dedicated human resources (HR) units. Researchers used a quantitative approach with an electronic survey comprising categorization questions and 41 inquiries on talent management, assessed on a Likert scale.. Key findings showed that the presence of an HR unit had a significant impact on talent retention. Employees emphasized the importance of base salary, trust in leadership, career advancement opportunities, work-life balance, and interpersonal relationships for their retention. Practical implications suggest organizations should foster supportive environments, offer career progression opportunities, and maintain positive interpersonal relationships to retain skilled talent. The study provides theoretical and practical insights into talent management, highlighting the crucial role of HR units in retention strategies.

(Rahman & others , 2023)The study aimed to identify factors influencing the competency of Integrated Health Service Post cadres during the pandemic in the Samarinda Primary Healthcare working area. Using an observational research design and survey data from five Primary Healthcare centers, the research focused on variables such as the social environment,

organizational support, and supervision. Data collected from Posyandu cadres in Samarinda were analyzed using various statistical methods, revealing significant correlations between supervision, social environment, organizational support, and cadres' competency. The study suggests that investing in these factors can enhance cadres' competency, emphasizing the importance of resources, training, and recognition to support health workers during pandemics. These findings have implications for training programs, policies, and practices aimed at improving cadres' effectiveness in responding to health crises.

The main objective of the study conducted by (Sunil R. Patel, Makwan, & Chandravadia, 2017) was to investigate selected organizational attributes of different cadre employees in Agricultural Universities of Gujarat. Employing a descriptive research design, the study categorized technical employees into upper cadre, middle cadre, and lower cadre, with a total of 120 respondents selected using random sampling techniques from Anand Agricultural University and Sardar Krushinagar Dantiwada Agricultural University in Gujarat. Key variables under investigation included achievement motivation, job satisfaction, perception of workload, self-confidence, communication ability, decision-making ability, and coordination ability. Data were collected through personal interviews using structured interview schedules, and statistical measures such as percentage, mean score, and standard deviation were utilized for data analysis. The study's findings revealed varying levels of achievement motivation, job satisfaction, workload perception, self-confidence, communication ability, decision-making ability, and coordination ability among the employees. These findings have implications for organizational development and human resource management practices in Agricultural Universities of Gujarat, as understanding the organizational attributes of different cadre employees can help enhance human resource effectiveness and overall organizational performance.

(Zheng & Connie, 2009) The primary aim of the research was to investigate patterns of Human Resource Management (HRM) practices within various service-oriented firms across multiple Asian countries, with a specific emphasis on multinational service companies (MNCs), aiming to address a gap in existing literature by examining HR practices within service firms operating across diverse industries and geographical contexts in Asia. The study employed a multinational research initiative conducted in collaboration with the Asia Pacific Economic Cooperation, with data collected through survey questionnaires administered to CEOs, financial controllers, and HR managers of MNCs operating in various Asian nations. The sample comprised 281 service firms, with statistical techniques including t-tests, ANOVA, and multiple regression analysis utilized for data analysis. Central variables of interest encompassed

HRM practices, employee retention, skill development and training initiatives, recruitment methodologies, employee satisfaction levels, and perceived HR contributions to firm performance, with survey questionnaires distributed in both English and Chinese languages, and responses meticulously coded to ensure consistency and accuracy. The study's findings suggested a positive association between HR practices, particularly those related to skill development, and the growth of service firms and the delivery of high-quality services, while higher rates of employee turnover were found to correlate with growth and service delivery, underscoring the critical importance of prioritizing skill training and talent retention for sustained firm growth and service excellence. The implications of the findings extend to both theoretical frameworks and practical applications within the Asian service industry, advocating for a strategic focus on HR practices to bolster talent management and elevate service delivery standards.

(Bartrop & others, 2022) The primary aim of this study was to investigate mechanisms for retaining academic talent within Cape Coast Technical University in Ghana, addressing specific research inquiries regarding the approaches and tactics utilized for talent retention in technical universities. Employing a qualitative approach and case study research method, the study involved selecting 20 staff members for individual interviews, with data collected through in-depth interviews and analyzed thematically. The principal variables under scrutiny included retention strategies practiced by the university and perspectives of management and academic staff on talent management protocols. Findings revealed various strategies such as career advancement opportunities, acknowledgment, work-life balance initiatives, and a supportive organizational culture. These insights have implications for both theoretical understanding and practical application in talent management, highlighting effective methods for retaining academic talent within technical universities. Strengths of the study included rigorous qualitative methodology and detailed data collection techniques, while limitations included a relatively small sample size and focus on a single university, potentially limiting generalizability.

(Horri & laradj, 2024) the main objective of the study is to examine the impact of environmental factors on career management in public economic enterprises (EPEs) and to contribute to the understanding of the future of career management in this context

The study employed a qualitative research design to explore the evolution of career management in response to changing environmental factors such as technological advancements, globalization, and increased competition. Key variables or factors under investigation include the development of technical progress, production systems, information

and communication technologies (ICT), competitive intensification, and globalization of markets. The study also considers the emergence of new forms of careers, such as “nomadic careers,” in response to the complexities of the modern business environment.

Data collection in the study likely involved literature review, analysis of organizational practices, and possibly interviews or surveys with HR professionals and employees in EPEs. The data were then analysed using qualitative methods to identify trends, challenges, and opportunities in career management within EPEs.

The main findings of the study suggest that traditional career management approaches are being challenged by the changing dynamics of the business environment, leading to the emergence of new career models like nomadic careers. The study also highlights the importance of adapting career management practices to align with the demands of a market economy and globalization.

Implications of the findings for theory, practice, and policy include the need for HR professionals and organizations to rethink traditional career management strategies and develop more flexible and adaptive approaches to meet the evolving needs of employees and the business environment. This may involve investing in employee development, training, and creating opportunities for career growth and mobility.

Strengths of the study may include its focus on a relevant and timely topic, the use of qualitative research methods to explore complex phenomena, and the practical implications of the findings for HR practitioners and policymakers. Limitations could include potential biases in data collection, the generalizability of findings to other contexts, and the need for further empirical research to validate the results.

(Devi S. &, 2024) The study aimed to investigate factors influencing talent retention in Malaysia’s IT services sector, utilizing a descriptive, non-contrived research design with a convenience sampling method. Quantitative data collection was conducted through self-administered online questionnaires, distributed via WhatsApp and email to a minimum sample size of 384. SPSS software was employed for data analysis, utilizing a correlation method to explore the association between reward programs, career development, work-life balance, and talent retention. Key variables under investigation included reward programs, career development, work-life balance, and talent retention. Findings revealed significant relationships between reward programs, career development, and talent retention in the Malaysian IT industry, while work-life balance did not significantly impact talent retention. The study recommends organizations focus on enhancing rewards programs and career development to improve talent retention practices, suggesting further exploration of variables

with potential impacts on talent retention in the Malaysian IT services sector. Overall, the study offers valuable insights into critical determinants of talent retention and practical guidance for industry professionals.

(Vlasblom & others, 2020) The main objective of the study was to investigate the factors influencing competence retention in safety-critical professions and to understand the nature of competence decay over time. The research questions addressed in the study were:

- Has the literature after 2010 confirmed, rejected, or adjusted the earlier findings regarding the influencing factors of competence retention?
- Has the literature after 2010 increased insight into the potential impact of individual characteristics on competence retention?
- What is the nature of competence retention curves over time?

The methodology employed in the study included a systematic literature search of research published between January 2010 and July 2018 using databases like Web of Science and Scopus. The inclusion criteria focused on empirical studies related to job-related competence in safety-critical professional contexts. Longitudinal/repeated-measures designs and studies on the effect of refresher training were included. Data were collected through a selection process based on inclusion criteria, and the final articles were analysed to identify key factors influencing competence retention. The key variables or factors under investigation included time, initial training quality, practice or refreshers, personal factors (e.g., expertise level, age, gender), and task complexity. These factors were studied to understand their impact on competence retention in safety-critical professions. Data analysis in the study involved reviewing and synthesizing the findings from the selected articles to identify common themes and trends related to competence retention. The analysis focused on comparing and contrasting the results to determine the overall impact of different factors on competence decay over time. The main findings of the study highlighted the significant influence of time on competence retention, with several studies showing a decrease in competence over time. Other factors such as initial training quality, practice or refreshers, personal characteristics, and task complexity also played a role in competence retention. The study emphasized the importance of considering these factors in designing effective refresher training programs for professionals in safety-critical roles. The implications of the findings for theory, practice, or policy include the need for a better understanding of competence decay over time and the importance of tailored refresher training programs that take into account individual characteristics and the nature of the tasks performed in safety-critical professions. By identifying key factors influencing

competence retention, organizations can develop strategies to maintain and enhance the skills of professionals in these critical roles.

(Michaël Kambangoye Lendoye, 2020) The main objective of the study is to examine how career anchors and career success can promote organizational loyalty among Generation Y managers. Employing a quantitative research design, the study utilizes various statistical analyses, including exploratory, confirmatory, descriptive, and explanatory methods, while also considering the moderating effects of age. Key variables under investigation include career anchors, career success, and organizational loyalty among Generation Y managers. Data collection involves quantitative methods, with analysis conducted using statistical techniques such as exploratory and confirmatory factor analysis, descriptive statistics, and explanatory analysis. The study's main findings reveal significant influences of career anchors and career success on organizational loyalty among Generation Y managers, shedding light on the opportunism, low institutional loyalty, and challenges in long-term projection faced by this demographic. These findings hold significant implications for organizational practices and policies, offering insights that can inform decisions aimed at improving retention and loyalty among Generation Y managers, thereby fostering a more engaged and loyal workforce within this demographic.

1.1 Hypothesis:

Main Hypothesis:

- There is a significant relationship between career management and the retention competent employees with the status cadre within the organization.

Sub-hypothesis:

H1: The availability of career advancement opportunities, including promotion, training, and succession planning, positively correlates with the retention of competent employees within the organization.

H2 A supportive career development environment, encompassing career change management, evaluation, and monitoring practices, positively influences the retention of competent employees within the organization.

H3 Recognition and rewards for career progress, including reward and recognition practices, positively correlate with the retention of competent employees

Section 2: Conceptual framework career management

2.1 Overview of Human Resource Management (HRM):

Human resource management (HRM) stands out as the most prominent among all management domains, with the exception of marketing. Reputable economic magazines

consistently publish annual surveys detailing various aspects, including salary information based on position and economic sector. This emphasis is rooted in the understanding that the success or stagnation of an enterprise is closely tied to the effectiveness of its human resources function in generating value. The term “Human Resources” does not imply viewing individuals merely as resources, but rather recognizes their inherent capacity for contributing valuable resources to an organization. Because top management knows that both structures and people provide a competitive advantage to their organization. Therefore, they adopt a strategy of human and social development in harmony with their economic strategy and social responsibility. (PERETTI, 2007, p. 7).

2.1.1 Definition of Human Resource Management (HRM):

1. “Human resource management is a set of functions and practices aimed at mobilizing and developing personnel resources for greater effectiveness and efficiency, in support of an organization’s strategy (association, company, public administration, etc. (PERETTI, 2007)
2. Citeau Jean Pierre defines HRM as “a participation in the pursuit of improved organizational efficiency by striving to:
 - Promote and achieve better allocation of human resources (adequacy, competence, employment...)
 - Mobilize the potential of each employee and unite individual and collective aspirations and commitments around the organization’s operational and developmental objectives (equity of contribution, compensation) (CITEAU, 2002) .

Table N° 1 : The domains of human resources management

Job analysis	- A process aimed at delineating the profile and requirements of a job. Job analysis involves identifying and classifying the positions available within an organization.
The Human Resources Planning	- It is a projection of future human resource needs, both in terms of quality and quantity, required to achieve the company's objectives.
Recrutement	- The process of choosing among multiple candidates to fill all positions necessary for the company's needs.
Competence development	- It is an investment that enables companies to enhance the skills and productivity of their workforce by improving their knowledge, abilities, and skills
Performance Evaluation »	- A process aimed at measuring, assessing, and influencing the characteristics, behaviour, and outcomes of an employee in a given position.
Career management	- It encompasses the management rules that organize the adaptation of employees to the company's strategy and future needs, taking into account their skills and personal aspirations.
Compensation	- Compensation entails evaluating employees' contributions over a given period to determine their monetary and non-monetary, direct or indirect remuneration.
Communication and information	- Communication comprises a set of actions and practices aimed at encouraging everyone to communicate better to facilitate teamwork.
Social Relationship	- Industrial relations refer to the relationships between employees and their representatives with employers and their organizations.
The amelioration of work conditions	The HR function can propose improvements to make work less strenuous and reduce occupational risks by enforcing HSE standards.
Compliance with Labor Regulations	The HR department must ensure compliance with labor laws, uphold social legislation, and ensure that labor standards are adhered to by both employers and employees.

Source: WELLA C M, Human Resource Management, Master's Thesis, University of Lomé Togo, 2012, p. 10

2.2 career management:

The term “career management” is composed of two words: “management” and “career”. Firstly, the concept of career itself deserves to be well-defined in order to understand what both the company and employees manage.

2.2.1 Career:

2.2.1.1 Definition

(Yves E, 2009) The term “career” encompasses the entirety of an individual’s professional and extraprofessional trajectory, spanning throughout their so-called active lifespan.

(CULIE, 2006) Career can be defined as the chronological sequence of an individual’s professional experiences over time.

A career is often associated with positive notions such as “progression, advancement, promotion, and development”.

2.2.1.2 The stages of career progression:

From its definition, career development is a continuous process that unfolds across four stages, as depicted in the following figure:

a) Exploration Period:

At the outset of one’s career, individuals seek their “path”. They engage in various professional choices and explore different types of organizations.

b) Establishment and Advancement:

career success is defined by a series of organizational movements such as promotions or transfers.

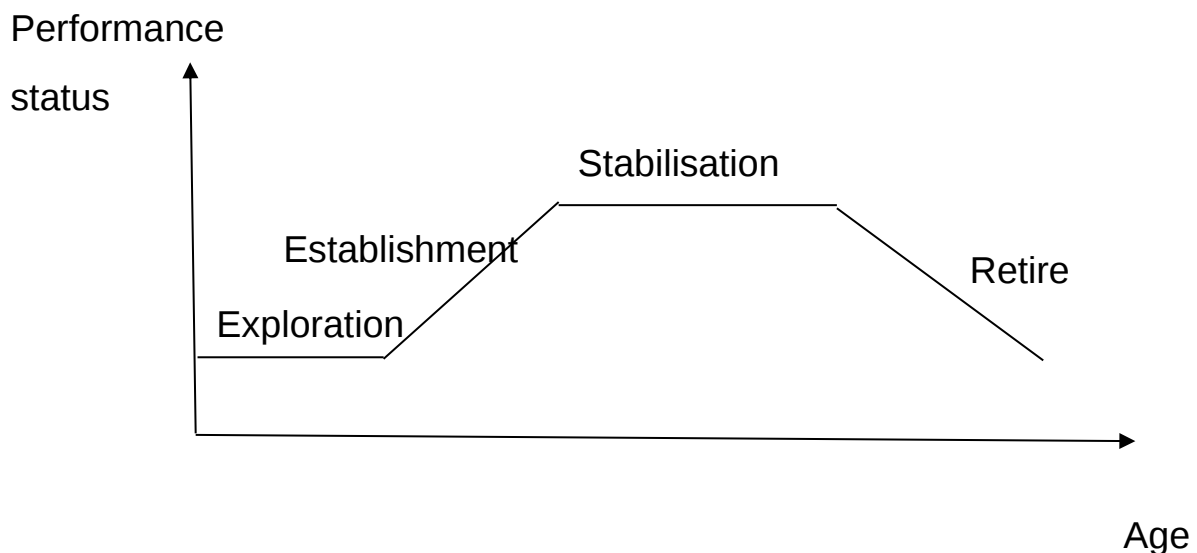
c) Growth, Maintenance, or Stagnation:

This period corresponds to the “mid-career” phase. Individuals may still aspire to progress up the hierarchy or prefer to maintain their current position. Stagnation may also occur if the employee has reached their maximum potential or if the organization, due to lack of growth, has no opportunities to offer.

d) Gradual Disengagement Period:

Individuals gradually disengage from their careers, either “forced” by technological progress or their own shortcomings, or they decide to psychologically withdraw from the professional sphere. This period is marked by withdrawal.

In addition to the traditional model, more evolved models exist that consider personality types, the nature of work, and individual career aspirations. Throughout their career journey, individuals are guided by an anchor that influences their career choices (Cadin.L, 1997) .

Figure N° 1 : career stages

Source: CERDIN Jean-Luc «mange career » EMS edition, Paris 2000, p109-110

2.2.2 Career Management:

For Peretti Jean-Marie, he defines Career Management as follows: “A career within a company is a series of assignments. Career management includes monitoring an employee’s assignments in the past, present, and future within the company’s structures. It appears as a permanent compromise between the company’s needs, the available potentials, and the desires expressed by the employees. This compromise is expressed in decisions regarding recruitment, training, and internal mobility. Managing careers involves considering both the needs of the company and the potential and desires of each employee. (PERETTI, 2007, p. 83)

“Career management encompasses the activities of the organization aimed at meeting the future needs of the organization, including both the selection, evaluation, assignment, and development of employees. (CERDIN, 2000, p. 27) .

Career management encompasses organizational activities aimed at fulfilling the organization’s future needs, including employee selection, evaluation, assignment, and development. (CERDIN, 2000)

A career management system: is the set of means and methods implemented within a company to predict and monitor the careers of its personnel members. Managing careers involves preparing and promoting a human resources development policy.(SHIMON & others, 1999).

Basic principle for the career management system:

- Integrating career management of employees into a performance appraisal system.
- Providing employees and their hierarchical supervisors with job descriptions that define the required skills, training, professional experience, and other qualifications for each position.
- Training managers and HR personnel to assist employees in evaluating their career plans. Thus, for a career management system to be effective, it must necessarily combine career plans with performance appraisal. The career plan, for better rationality, must be based on a mobility system.

2.2.2.1 The importance of career management

(Guérin & Wils, 1992) The implementation of career management can be perceived at two levels: at the organizational level and at the individual level:

For the organization:

Its utility is based on the following points:

- Contributes to meeting the needs of human resources, both in terms of desired workforce and desired skills.
- Optimizes the performance of the human potential it possesses.
- Retaining a portion of the employees especially the competent ones
- Mobilizing employees towards achieving its objectives:
- Strengthening its culture ;
- Enhancing its flexibility (nowadays, the concept of job versatility is beginning to gain prominence)

For the individual :

Career management enables the achievement of a previously outlined objective, particularly in terms of:

- Job security ;
- integration into the company and being considered as a full member thereof;
- competences development :
- Fulfillment of esteem and recognition needs through advancement to higher hierarchical positions, consequently exercising more power within the organization;

- Personal potential at work by allowing the development and utilization of one's potential in carrying out their work

2.2.2.2 Models of career management:

Career management is not uniform. Indeed, there are several models of career management:

- The administrative model: primarily used in public services. Career management is based on competitions, grade management, and mandatory mobility. Employee assignments are based on grade and seniority, and training is important for mobility. In this model, internal promotion is essential, and career management is long-term.
- The baronial model: aims to meet operational needs. Career management is decentralised, there are no formal procedures, and priority is given to technical skills. Operational managers have a significant role in career management as it is managed on an exceptional basis. Mobility is not anticipated, and careers become limited.
- The technocratic model: In this model, adherence to procedures is essential, mobility priority is given to managers rather than external recruitment. Hierarchy bears a lot of responsibility for career management. Evolution is formalised (positions, performance, potential), and training management is systematic. In this model, career management is anticipated, albeit with heavy and constraining procedures. (Amrani Lynda, 2013, p. 11)

2.2.2.3 Key Stakeholders in Career Management:

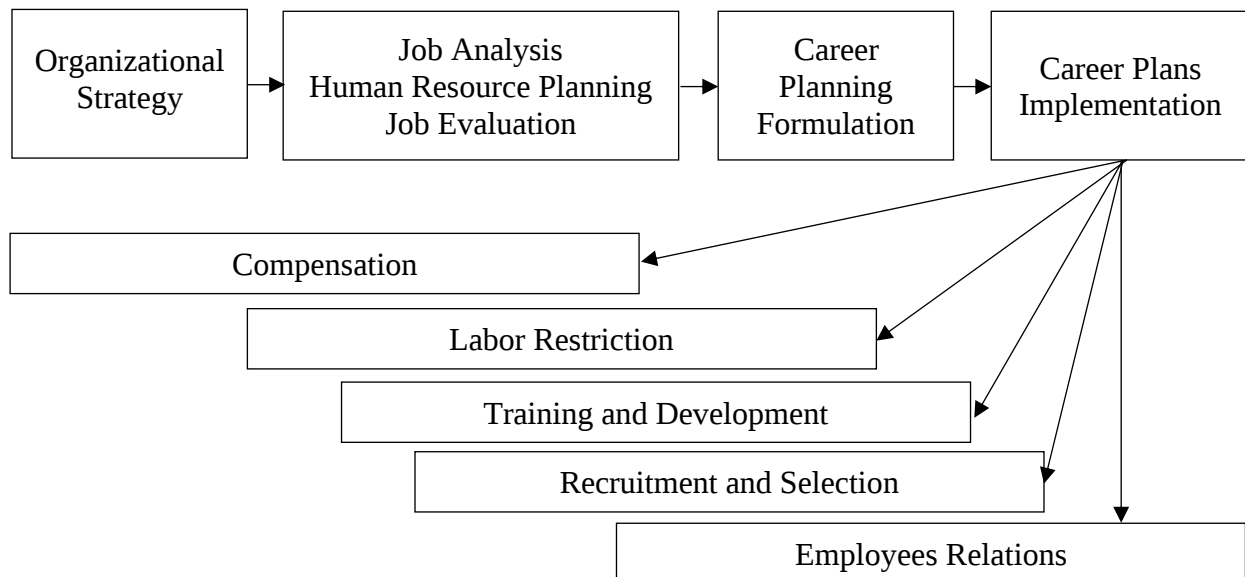
Managing an individual's career within a company involves several key players:

- General Management (GM): Responsible for validating strategic orientations, changes in professions, skills to be developed, and directly overseeing certain targets, particularly executives.
- Human Resources Department (HRD): Universally recognized as integral to career management activities, the HRD defines criteria for movements both horizontally and vertically. It ensures implementation and control in this regard.
- Direct Hierarchy: Evaluates according to pre-established criteria and can provide guidance to subordinates.
- The Individual (the target of career management): Must leverage their skills, seek information, and negotiate their career trajectory. Additionally, unions and professional associations may play a role.

2.2.2.4 Career Management: A Central Component of HR;

Career management occupies a central position within human resource management.

Figure N° 2: career management a central component of HR



Source: (Guérin & Wils, 1992, p. 50)

2.2.2.5 Mobility

In a more specific definition, Vardi defines mobility as “the movements experienced by employees transitioning from one organizational role to another,” thus taking into account the assignments or organizational roles entrusted to individuals. A broader definition considers mobility as a facility associated either with personal assets (skills, social network, etc.) or with a favourable context where opportunities for change are significant. (Roger & Ventolini, 2004).

Career mobility offers individuals opportunities for growth and learning. Competence development, cantered on the concept of “learning to learn,” emphasizes leveraging experiences with a critical problem-solving approach. It depends not only on academic credentials and validated competences but also on practical professional experience.

Built on the notion of career mobility, competence development involves potential career shifts, changes in work environments, and exposure to diverse cultures. This process enhances individuals’ competences, resulting in increased efficiency compared to those who do not

engage in mobility. Overall, mobility serves as a significant avenue for enhancing competence levels.

2.2.2.5.1 Mobility as a Factor in Competence Development:

(Cadin, Prlong, Guerin, & Pigeyre, 2012) Mobility plays a crucial role in competence development by identifying the competences required by the organization through job analysis. This enables better localization of competences, facilitates retraining, and allows for the evaluation of existing competences during restructuring. It helps in deciding whether to focus efforts on mobility, professional training, or other forms such as horizontal or geographical mobility, and even revising promotional mobility policies. (Cadin.L, 1997) .

2.2.2.5.2 the types of Mobility:

Mobility is multidimensional, existing in various forms based on potential career changes for employees within the organization. These can be classified into 3 main groups

2.2.2.5.3 Vertical Mobility/promotion

(Cadin, Prlong, Guerin, & Pigeyre, 2012) This type of mobility, also known as hierarchical mobility, involves transitioning from one level to another within the organizational hierarchy. Typically, it entails moving upward from a lower level (N) to a higher level (N+1), which is commonly referred to in the form of promotion. Conversely, movements downward in the hierarchy, known as demotion, are less common.

2.2.2.5.4 Horizontal mobility

(Cadin, Prlong, Guerin, & Pigeyre, 2012) It refers to situations where employees transition between different functions or roles within the organization while maintaining the same hierarchical level.

2.2.2.5.5 Lateral Mobility

Lateral mobility involves movements that occur irrespective of hierarchical levels and are characterised by informal power dynamics. It describes how employees either draw closer to or move away from the decision-making centre of the organization, regardless of their hierarchical position. This type of mobility reflects the influence or authority wielded by individuals within the organization. (CERDIN, 2000) .

2.2.2.5.6 Geographical

National mobility

It is referred to as a movement within the boundaries of a single country, involving relocation or transfers between different locations or branches of the organization within that country.

International mobility

(CADIN.L & others, 2002) extends beyond national borders, encompassing movement between different countries for work-related purposes.

2.2.2.6 forms of mobility:

Promotion:

Promotion refers to the advancement of an employee to a higher rank or position within the organization. This form of mobility typically involves an increase in responsibilities, status, and often, compensation. Promotions are usually based on an individual's performance, skills, and experience, and are a recognition of their contributions to the organization.

An Expatriation This denotes temporary international mobility within the organization. The duration typically spans less than 3 years. Companies opt for this form of mobility for several purposes, including addressing specific personnel requirements, fostering organizational development, and nurturing managerial talent.

Outplacement:

When the company mandates a departure, one resource available to employees for facilitating a satisfactory career transition is "outplacement" or external career support. Outplacement assists employees in securing professional roles in other companies, signalling the company's concern for all its employees, regardless of whether they meet its requirements or are those it has decided to let go. Employees must embrace the process, often guided by a specialized service provider who assists them in securing new employment opportunities.

Resignation

It is the voluntary act of an employee deciding to terminate their employment contract with a company. It typically involves the employee formally notifying their employer of their intention to leave the job. Resignation can occur for various reasons, including career advancement opportunities, personal reasons, dissatisfaction with the current job or workplace environment, or to pursue other interests or opportunities. And here is where the role of personnel management comes into play, to understand the reasons behind the resignation.

2.2.2.7 Tools of Career Management

2.2.2.7.1 Principles and Tools of Career Management:

Career management tools are implemented to establish broad mobility policies. They can be classified into two types: tools encouraging individual initiative, such as internal job boards, career advancement information, job mapping, and internal resume databases, and tools

overseen by the organisation itself, such as career committees, personnel review panels, and mobility units. (Pascal & OLIVIER , 2014, p. 57) .

An array of tools facilitates the implementation of career management policies effectively. These tools can be classified into those aiding employees in navigating their career paths and those enabling the organization to make decisions regarding employee progression.

The tools are as follow :

Job Postings:

They disseminate information about available positions within the company, accompanied by necessary indicators and details for application. Each employee is expected to possess precise and reliable knowledge of mobility opportunities. Typically, these postings undergo monthly updates. (CADIN.L & others, 2002).

Job Forums:

These forums facilitate direct interaction between employees and individuals in specific roles. The objective is to nurture employees' interest in organizational developments beyond their immediate environment, potentially leading to new career directions.

Career Guidance Cells: These entities aim to assist employees in formulating professional projects. Comprising individuals typically associated with the HR department, independent of hierarchical lines, and tasked with ensuring confidentiality, career guidance cells enable information obtained to be utilized and discussed in negotiations between the company and the employee, initiated by the latter. (CADIN.L & others, 2002, p. 345)

Competency assessment

It can be conducted at the initiative of the company, as part of the training plan with the agreement of the concerned employee who meets the seniority requirements. Competency review is a major tool for employees in the preventive and personalized management of their career paths. (Peretti, 2015).

Training

Training is a fundamental component of career management, serving as a proactive approach to enhance employees' skills, knowledge, and career prospects. It enables individuals to acquire new competencies, refine existing ones, and adapt to evolving job requirements and industry trends. By offering training programs, organisations demonstrate their commitment to employee development, fostering a culture of continuous learning and professional growth. Overall, training serves as a strategic tool in career management, empowering individuals to achieve their career goals and contribute effectively to organisational success; however, it often collaborates with the training service with the HR department.

Career Committees or Potential Review Committees

Career committees are meetings between hierarchical supervisors (at least at level N+2 compared to the individuals under review) and the HR department, usually represented by the career management team. They play a regulatory role by checking for agreement or disagreement between the employee and their hierarchy, aiming to reduce hierarchical autonomy. The effectiveness of this type of structure mainly relies on the transparency and reliability of the information summarizing the strengths and weaknesses of the individuals discussed. The committee serves as a decision-making forum, where the chairperson is sometimes called upon to arbitrate. (Peretti, 2015).

The potential review,

a specific career committee, is organized for high potentials. They assess the positions that individuals under review can occupy in the medium and long term.

Career Review or Professional Review

Career review allows:

- the company to anticipate and decide on the career progression of an employee;
- the employee to take a “fixed point” and manage the evolution of their career. Some companies have institutionalized career reviews at certain significant dates (for example, at forty and fifty years old). These reviews provide employees with the opportunity to:
- clarify their expectations and ambitions; conduct an in-depth analysis of their professional achievements, competencies, and potential. (Peretti, 2015).

Succession Charts

(CADIN.L & others, 2002) Succession charts, involve envisioning individuals who could potentially replace current incumbents in key or highly responsible positions within the company, under various circumstances and over short or long terms. It enables a quick response to the departure of an incumbent. The effectiveness of this tool relies on frequent updates.

Career Pathing Initiatives

These are initiatives by companies willing to accept the idea that employees, even if they are keen on advancing, may leave the company to pursue a project that may not fit within the company’s framework. Employees benefit from performance appraisals. The success of such initiatives requires genuine trust between the employee and the company, as well as prior consideration by the company of the opportunities it could offer to its employees. (CADIN.L & others, 2002, p. 348)

Assessment Centre

The assessment centre, or development centre, is a relatively marginal approach. While primarily used for recruitment, promotion, and career advancement, it also evaluates performance, behaviours, competencies, and potentials of individuals in given situations. The evaluation, conducted internally or externally, is individual, but simulations (ranging from 3 to 12) are conducted individually, face-to-face, or in groups (from 4 to 10 people). This method is employed only in very large companies and targets managers, project leaders, and more recently, all employees. External evaluation results in a feedback report given to the evaluated individual and the company. (Waghmare & Iyer, 2015).

Talent Pools

This system targets young potentials who are newly recruited and are expected to take on leadership positions. Their initial years in the company are dedicated to training. It is a significant investment for the company and can be risky since the recruit may choose to join the competition.

Reconversion Cells:

They operate within the framework of companies that are required to retrain groups of employees whose jobs are threatened. They are often established in connection with employment management practices such as the identification of sensitive jobs and adjustment measures. Their essential role consists of organizing learning and the acquisition of new skills. They provide various tools to willing employees to aid in their retraining, either within or outside the company: professional assessments, individual interviews, assistance in job search, contacts with specialized organizations. They generally operate in large companies concerned with effectively supporting major restructuring processes. (Cadin, Prlong, Guerin, & Pigeyre, 2012).

Resignation Interviews:

These occur in companies that, affected by a high turnover rate among their staff, particularly among their executives, wish to analyse the reasons why these employees are leaving. In times of job shortage, this type of approach tends to disappear due to the greater stability of existing personnel. It may seem useful to gather information from employees who speak freely, as they are resigning. However, a carefully elaborated rationalization afterward may not fully account for the actual reasons for employees' departure. (Cadin, Prlong, Guerin, & Pigeyre, 2012)

Before delving into aspects of career management, appraisal serves as the initial step, providing information pertinent to decisions regarding: Mobility; Training; Compensation.

2.2.2.8 appraisal system

Career management involves monitoring an employee's past, present, and future job placements, which constitute their professional trajectory. This trajectory embodies a continuous negotiation between the company's requirements, the available potential pool, and employees' articulated aspirations. This negotiation materialises through recruitment, training, and internal mobility determinations. **(Peretti, 2015)**

The existence of an appraisal system is the primary step in career management; it entails an evaluation conducted by a superior or colleagues regarding an employee's conduct and performance in fulfilling their job responsibilities. Appraisal system is necessary for making decisions regarding (mobility and promotion, remuneration, training, in particular) and establishing decisions concerning careers. Through appraisal, the entire management of individuals entrusted to each manager is apprehended. The system should measure each individual's contribution, promote the growth of this contribution, and ensure a link with remuneration. Therefore, the system is an essential element in seeking equity.

- Missions
- raise awareness among managers of the HR dimension of their role
- Allows the employee to discuss encountered challenges and potential areas for improvement.
- Enables the examination of the employee's professional development with them.
- improve the management of human potential.
- To continuously develop and mobilize employees' competencies. **(BENCHEMAM & GALINDO, 2013)**

The decisions that the appraisal process enhances can be categorised into three levels:

- a) Promotions, transfers, changes in placement, and all mobility decisions taken;
- b) Actions aimed at improving individual and collective skills and organization (e.g., training);
- c) compensation.

(Peretti, 2015) Depending on the decisions to be clarified, the appraisal should preferably focus on the individual (a), actions (b), or outcomes (c). It is therefore essential to adapt the type of appraisal to the objectives pursued.

Within the framework of career management, the appraisal allows:

- Analysing the current job situation by considering effectiveness, knowledge, work methods, and personality;

- Identifying current and future skills and aptitudes, thus evaluating the probable potential derived from the performance curve. Based on This, the Following aspects Will be identified :
 - Areas where improvement seems necessary or desirable in the current position;
 - Progress to be made by the individual, with possible assistance from the company;
 - Changes the individual needs to be prepared for when moving to new roles suited to their abilities.

2.2.2.8.1 Methods for Evaluating Employees:

Appraisal systems generally use different documents depending on the socio-professional categories. Evaluation criteria for employees and workers differ from those for middle management and executives, as the appraisal process must cover a broader scope and focus on different competencies and responsibilities.

Employee appraisal can be conducted using various methods, the content of which varies from one company to another.

2.2.2.8.1.1 Evaluation of Personal Characteristics or Personality Attributes:

A- Free Evaluation: This is a simple method, very useful for assessing an employee's chances of success and triggering necessary corrective actions. However, it does not provide an opportunity for a real exchange between the evaluator and the evaluated. (Martory & Crozet, 2016) .

B- Forced-Choice Method: This method helps identify an individual's strengths and weaknesses. It includes a space for free expression to explain specific results. It is accompanied by a rating scale indicating the level at which an individual demonstrates personal characteristics expressed by one or more factors. Evaluation grids are adapted to each socio-professional category.

2.2.2.8.1.2 Methods Focused on Observing Behaviours:

Significant Facts Analysis Method (or Critical Incident Evaluation): This method is recognized as very useful for assessing an employee's potential during hierarchical progression. Employees are placed in critical situations to observe their behaviours, from which a factual judgment about an individual's qualifications can be extracted. (Martory & Crozet, 2016).

Results Evaluation Method:

In this method, employees' results are evaluated through Establishment of the professional balance sheet for the reference period, which focuses on the exercise of functions and responsibilities, the achievement of defined objectives, or both elements.

- Setting objectives for the upcoming period and listing the actions that will contribute to their achievement. (Martory & Crozet, 2016)

2.2.2.8.1.3 method focus on competence:

Competence evaluation methods specifically aim to assess an employee's proficiency and capability in performing job-related tasks, handling responsibilities, and achieving objectives. These methods often involve observing and analysing an employee's behaviours and actions in various work situations to determine their level of competence.

2.2.2.8.1.4 method focus on potential

The concept of "potential" rarely comes into play when the evaluation is focused on the current position held; it becomes more or less implicit when the evaluation takes into account potential developments beyond the current position. Potential involves making a judgment to predict the level and type of employment that an individual is likely to hold within a defined timeframe. This judgment encompasses several dimensions (Cadin, Prlong, Guerin, & Pigeyre, 2012)

Who evaluates whom (Cadin.L, 1997)

- Hierarchical superiors
- Peers
- Subordinates

2.2.2.8.2 The grid of appraisal

Within the company, an evaluation system is in place, employing various documents tailored to different socio-professional categories. Evaluations occur annually and involve supervisors overseeing and higher-level superiors subsequently reviewing. These assessments encompass current job performance, potential, and personal development prospects. The evaluation grid utilized subdivides the assessment into different aspects such as results in the current position, orientation, potential assessment, and personal development prospects. Performance criteria range from exceptional to unsatisfactory, emphasizing the importance of precise observations. Additionally, the system fosters dialogue between supervisors and subordinates to identify weaknesses and drive improvement initiatives. (Peretti, 2015)

2.2.2.9 Barriers to Career Management

Emotional Imbalance:

An individual's career often depends solely on themselves. The effectiveness of the decisions they make regarding their career depends on their emotional balance as well as their technical knowledge. (CADIN.L & others, 2002)

Inevitable Evolution:

Throughout one's career, individuals encounter situations where multiple factors limit their actions. In their first job, individuals may focus so much on acquiring their "psychological independence at work" that they lose touch with recent technological developments or other activity phenomena. At the mid-career stage, individuals reach a level where they begin to question their future, often feeling the need for renewal. During periods of decline, they are compelled to question two specific points: the true extent of physical and intellectual decline and the lack of attention to harmonizing the needs of the organization with those of the employees during obsolescence. It often happens that an individual only thinks about what they are currently doing without caring about what is happening around them.

Lack of Equality:

The inequality of power within the organization subtly influences how leaders and subordinates behave towards each other. Hierarchical power can distort how a subordinate expresses themselves to further their career. Some executives may even demand excessive deference from their subordinates, unaware of the profound resentment this may cause. (CADIN.L & others, 2002)

Lack of Collaboration:

Having a career plan unilaterally established by the organization can only serve the organization's objectives and therefore limit employees' initiative. without Considering their viewpoints, several organizations assess their employees, judging whether they are suitable or not for other positions and deciding on the types of assignments that suit them. Thus, employees' careers develop here based on the needs of the organizations. Some organizations secure their future by planning succession for key hierarchical positions. This approach can create inequalities among employees because it is mainly reserved for management, and only employees well-regarded by the management can access it. Ideally, one should seek the true need of the organization, where the individual and their environment can be in perfect symbiosis.

Lack of Reward:

Every person in an organization expects recognition when they do their best for their employer. For example, helping subordinates advance their careers should not go unrewarded for the supervisor who cares about it. One of the rewards could be, among others, mentioning a list of promoted employees in the former supervisor's file so that the latter receives some credit.

Uncertain Future:

When planning their careers, employees cannot predict with certainty the jobs of the future. Projections are difficult to establish due to significant variations in economic conditions. Even specialists do not agree with each other. Indeed, some believe that fields like IT, new materials, and space offer broad opportunities, promising career prospects, and high salaries, while others have more confidence in fields like administration. (CADIN.L & others, 2002)

Restricted Labour Market: Lack of Jobs

We live in a world where humans are increasingly replaced by machines. Consequently, there is little work available for job seekers. Moreover, public and quasi-public organizations, which were significant employers in the 1960s and 1970s, are now subject to financial constraints that prevent them from increasing their workforce. Salaries are relatively high, and the job security they offer means very few positions become available for new employees.

Unemployment among Professionals:

The lack of employment is even felt among professionals. Historically, professionals in the private sector have held rather conservative political and social views, tinged with mistrust towards the state, as they sought more promotions, responsibilities, and individual merits. But today, these professionals are facing tough times. Even though CEOs must shape the public image of their organization and be salesmen above all. Despite diligent work and adherence to certain essential virtues of the organization, several professionals find themselves unemployed and without financial security, which traumatizes them and tarnishes their self-esteem.

Section 3 : competence, retention strategies**3.1 Competence**

The definition of competency is one of the most fraught tasks in business research, with little agreement among researchers.

McClelland 1973 as cited in (Chouhan V. S., 2014) presented data that traditional achievement and intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure them using a variety of tests. He defined competence ‘as —a personal trait or set of habits that leads to more effective or superior job performance, in other words, an —ability that adds clear economic value to the efforts of a person on the job’.

Klemp (1980 as cited in (Chouhan V. S., 2014) defined competency as, —an underlying characteristic of a person which results in effective and/or superior performance on the job’.

Boyatzis (1982 as cited in (Chouhan V. S., 2014) adopted the term competency as “underlying characteristic of an individual that is casually (change in one variable cause change

in another) related to superior performance in a job”. He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters, as a goal and action management, leadership, human resource management, directing subordinates and focus on others.

(Hornby, 1989) Competency is the ability to perform effectively the functions associated with management in a work situation.

Competency is an observable skill or ability to complete a managerial task successfully. (Jacobs & R, 1989)

reflects on the leadership development among healthcare executives in the U.S. According to him, competency-based leadership development does not just drift, however it intentionally focuses on clear career aspirations. Meanwhile, he stressed that disciplined approach to career growth will enhance the organization’s performance. (Rice, 2006)

Lucian Cernusca and Cristina Dima (2007 as cited in (Chouhan V. S., 2014) in their research essay explained the concept of competency and how competency is linked to performance and one’s career development. The authors also look into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position.

Rothwell (Rothwell & others , 2004) addressed competency efforts in the USA programmes have evolved from an early focus on distinctions between best-in-class (exemplary) and fully-successful performers to become a link between organizational strategy and organizational and individual performance. Interests in competency-based approaches are growing. Training and development professionals are using competency models to clarify organization-specific competencies to improve human performance and unify individual capabilities with organizational core competencies.

Gaspar 2012 as cited in (Chouhan V. S., 2014) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. The performance management, competency system diagnoses the future training and development needs of the employees and it helps the HR executives assist employees in decisions like promotions and transfers.

Motivation Matters Boyatzis 2008 as cited (Chouhan V. S., 2014) Expanding on McClelland’s model, this approach recognizes that competence isn’t just about knowledge and

skills. It emphasizes the crucial role of motivation (needs, values) in driving effective performance. After all, even with the right skillset, someone lacking the drive may not excel.

3.1.1 Competency Characteristics

There are five major components of competency Tucker and Cofsky (1994 as cited in (Chouhan V. S., 2014)

1) **Knowledge**-This refers to information and learning resting in a person, such as surgeon 's knowledge of Human Anatomy.

2) **Skill**-This refers to a person 's ability to perform a certain task, such as surgeon 's skill to perform a surgery.

3) **Self Concepts and Values**-This refers to a person 's attitudes, values and self-image. An example is self-confidence, a person 's belief that he or she can be successful in a given situation, such as a surgeons self confidence in carrying out a complex surgery.

4) **Traits**-Traits refer to physical characteristics and consistent responses to situations or information. Good eyesight is a necessary trait for surgeons, as is self-control is an ability to remain calm under stress.

5) **Motives**-Motives are emotions, desires, physiological needs or similar impulses that prompt action. For example, surgeons with high interpersonal orientation take personal responsibility for working well with other members of the operating team.

Behind human activity lies the analysis of resources, quantification of needs, and forecasting in terms of workforce, skills, and job evolution. Several concepts have facilitated this description over time, as shown in the table below:

Table N° 2: Concepts Describing Human Activity

	unit Analysis
Aptitude	-Task. - What the individual is capable of doing.
Qualification	-The position. -The hierarchy in relation to a job. -Individual logic.
Competence	-Knowledge, skills, and attitudes. - Individualization of HR. - Logic of adaptation and employability.
Talent	Rare competences. - Sought-after competencies. - Rare combination of rare competencies.”

Source (Dejoux and Thevenet 2010, P 56)

3.1.2 Classification of Competencies

Katz and Kahn (1986 as cited in (Chouhan V. S., 2014) grouped competency into three areas which later expanded into the following four:

- 1) Technical or Functional** (knowledge, attitudes, skills, etc. associated with the technology or functional expertise required to perform the role);
- 2) Managerial** (knowledge, attitudes, skills, etc. required to plan, organize, mobilize and utilize various resources);
- 3) Human** (knowledge, attitudes and skills required to motivate, utilize and develop human resources); and
- 4) Conceptual** (abilities to visualize the invisible, think at abstract levels and use the thinking to plan future business).

3.1.3 The strategies used to retain competent employees

Retention Strategies: According to John Mason (2008), retention strategies have become increasingly recognized as vital in most industries. He outlined the top ten strategies for retention as follows:

- Treating employees with the same care as valuable clients.
- Cultivating a sense of attachment to the company or organization.
- Developing robust retention strategies that also provide recruitment advantages.
- Ensuring the right person is in the right job.
- Acknowledging that while money is a motivator, it is not the primary reason employees stay.
- Establishing employee committees to understand reasons for employee retention and turnover.
- Considering the leadership style of management.
- Providing recognition to employees.
- Offering competitive benefit packages.

Similarly,

(Gberevbie, Strategies for employee recruitment, retention and performance :Dimension of the federal civil service, 2010) analysed organizational retention strategies and their impact on employee performance in the banking sector. He concluded that effective employee retention strategies contribute to organizational goals. Recommendations from the study include:

1. Encouraging fair treatment of employees.
2. Regularly communicating reasons behind organizational actions to employees.

3. Ensuring that implemented policies and practices reflect management's positive attitude towards employees and their ability to uphold promises and integrity.
4. Providing regular salary increases as a means of enhancing employee retention.
5. Involving employees in decision-making processes to improve retention.

Similarly, Sana and Henda (2008) discuss retention methods as follows.

Traditional Approaches

In retaining its workforce, the company employs the following conventional methods:

- **Onboarding Period:** The initial weeks of employment are crucial, laying the groundwork for long-term motivation and a sense of belonging among employees.
- **Compensation:** This includes salary, bonuses, perks, and social benefits provided to employees.
- **Career Development:** Opportunities for career advancement, training, and personalized guidance enable employees to enhance their skills and knowledge. A mutually beneficial contract is essential for fostering their growth and progress within the company.
- **Job Content:** Providing engaging work with clear objectives contributes to employee satisfaction and retention.
- **Working Conditions:** Factors such as flexible hours, a positive social atmosphere, recognition, ethical practices, and shared values influence employee retention.
- **Management:** Effective management involves instilling the company's culture and fostering teamwork. Objective-oriented management encourages initiative, results-driven behaviour, and self-motivation. Therefore, managers must demonstrate active listening skills, clarify the company's expectations from employees, and provide constructive feedback.

3.1.3.1 Other Retention Strategies

1. Personalized Services: Considered effective for retaining and motivating executives, these services cater to employees' personal needs and aspirations. Examples include restaurant or cinema vouchers, gift cards, childcare services, dry cleaning or shopping assistance, healthy meal options, gym memberships, and smoking cessation support. These services align with the concept of personalized human resource management, offering employees a range of choices to suit their individual preferences. By meeting employees' personal expectations, companies can enhance performance and meet organizational objectives.

2. Balancing Life Domains: Work demands significant time, often conflicting with personal commitments. Employees must manage their energy expenditure to maintain a balance between

professional and personal life. Balancing these domains helps preserve acquired skills and enhance overall well-being. Companies face the challenge of facilitating this balance and employ strategies such as flexible work arrangements and support programs to achieve it.

3.1.4 Why we retain skilled staff

Retaining skilled employees is of paramount importance for businesses due to several key reasons:

1. **Continuity and Stability:** Competent staff members bring a sense of stability to the organization by consistently performing their roles at a high standard. Their wealth of experience and proficiency ensures that operations run smoothly, minimizing disruptions that turnover can cause.
2. **Cost Efficiency:** Employee turnover can incur significant costs for companies, including expenses related to recruitment, onboarding, and training of new hires. By retaining skilled personnel, organizations can avoid these financial burdens and allocate resources more strategically.
3. **Preservation of Knowledge:** Skilled employees often possess invaluable institutional knowledge and specialized skills that are challenging to replace. Retaining them safeguards critical knowledge and capabilities essential for the organization's success.
4. **Enhanced Productivity and Performance:** Skilled employees tend to be more productive and contribute positively to overall performance. Their expertise enables them to excel in their respective roles, thereby boosting productivity and helping the organization achieve its objectives.
5. **Boosted Morale and Engagement:** When skilled employees feel valued and respected, they are more likely to stay engaged and committed to their work. High morale and engagement levels foster a positive workplace culture, promoting loyalty and dedication among staff members.
6. **Improved Customer Satisfaction:** Skilled employees play a vital role in delivering high-quality products or services to customers. Their proficiency and professionalism contribute to customer satisfaction and retention, which are critical for maintaining the organization's reputation and long-term success.

3.2 Conceptual model: Career Management and competent Retention

This framework focuses on the direct relationship between career management practices and competent retention.

3.2.1 Independent Variable:

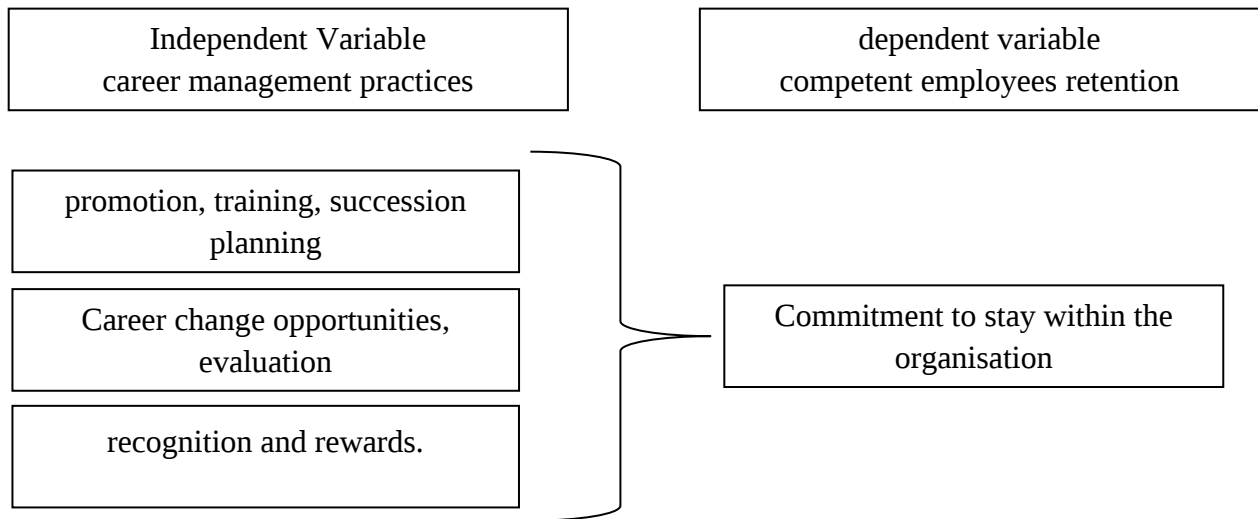
Career Management Practices: This encompasses all the activities and programs an organization implements to guide and support the development and growth of its competent employees. Refer to the previous framework for a breakdown of potential career management practices (promotion, training, succession planning, career change management and support, evaluation, recognition and rewards).

3.2.2 Dependent Variable:

Competent employees' retention refers to the degree to which proficient individuals choose to remain employed within the organization. This can be quantified using metrics such as responses to questions regarding their intention to work in the company until retirement.

3.2.3 Relationship:

Based on the previous studies, the framework proposes that effective career management practices directly influence competent employees' retention. Organizations that offer well-designed career management programs are more likely to retain their competent employees.

Figure N° 2 : conceptual model

Source by me

Conclusion

In conclusion, this chapter has provided a comprehensive overview of the theoretical framework underpinning the impact of career management on competent employee retention. By synthesizing literature on HRM, career management practices, and retention strategies, it becomes evident that effective career management not only nurtures individual career growth but also strengthens organizational resilience by retaining key talent. The extracted hypotheses and sub-hypotheses, along with the conceptual model, lay the groundwork for further empirical investigation into specific mechanisms and best practices that organizations can adopt to optimize their HRM strategies.

CHAPTER 2

Methodological Framework

Introduction:

The success of any organization hinges significantly on its ability to retain competent employees who drive innovation and maintain competitive advantage. This chapter begins by introducing the Company of Internship (Sonatrach), a prominent player in the energy sector known for its strategic importance in Algeria and beyond. Sonatrach's commitment to career management and competence retention forms the backdrop against which this study unfolds. By examining the organizational context and practices related to career management, this chapter aims to explore how Sonatrach navigates the challenges of retaining skilled personnel through effective HRM strategies.

Moving forward, the chapter delves into the research methodology adopted for this study. It outlines the epistemological paradigm of positivism chosen to underpin the research, emphasizing the reliance on scientific methods to uncover objective truths about the impact of career management on competence retention. The methodology also details the data collection techniques, including primary data gathered through structured questionnaires and secondary data sourced from previous research and literature. Additionally, the chapter explains the sample design, data analysis methods utilizing statistical tools such as SPSS, and the pilot testing undertaken to ensure the reliability and validity of the study's findings.

SECTION 1: Presentation of the host organization sonatrach

History of sonatrach

Since 1955, the date of the first discoveries of oil and gas in Algeria, the oil industry had developed under the control of mostly French foreign companies, according to a concession regime codified in what was called the Saharan oil code.

In 1962, this code, which regulated the activities of companies engaged in the exploration, production, and transport of hydrocarbons, was provisionally maintained until December 31, 1963, by the Evian Agreement.

Moreover, independent Algeria, faced with serious problems arising from its state of economic and social underdevelopment, intended to mobilize all its resources to build an independent and prosperous economy and ensure a decent standard of living for its inhabitants.

However, this goal could not be achieved as long as Algeria's natural resources remained exploited by foreign companies that remained indifferent to the concerns and higher interests of the Algerian community, which they believed were not aligned with their own.

Thus, by Decree No. 63-491 of December 31, 1963, the national company SONATRACH was created, a state-owned company whose initial purpose, limited to the transport and marketing of hydrocarbons, was expanded in 1966 to include all other activities of the oil industry.

And since then, the decisions to nationalize the hydrocarbon sector taken by the Algerian state on February 24, 1971, which was the culmination of a serious crisis between Algeria and the concessionaire companies, SONATRACH's activities have largely merged with the entire hydrocarbon sector.

The initial activities consisted of gradually establishing a presence in the areas of transportation, exploration, petrochemical production, and distribution of finished products. Today, SONATRACH carries out strategic missions focused on research, production, transportation, as well as natural gas processing (the fourth largest gas supplier in the world), and marketing of liquid and gaseous hydrocarbons on the international market.

As part of its new organization, SONATRACH now holds 100% of the capital of distribution, refining, and petrochemical companies: NAFTAL, NAFTEC, ENIP. Furthermore, SONATRACH holds a 51% stake in oilfield services companies ENGTP, ENAFOR, ENAGEO, ENTP, and ENSP.

2.1 General management :

It is chaired by the CEO who is vested with the broadest powers to ensure the administration, management, and direction of SONATRACH. He is responsible for the overall functioning of the company and represents it in all acts of civil life.

He is appointed by presidential decree upon the proposal of the minister in charge of hydrocarbons. He is assisted in the exercise of his functions by an executive committee. The Secretary-General assists the CEO in monitoring and coordinating group management. A Review and Orientation Committee provides the CEO with the necessary support for the work of the group's social bodies.

2.2 Activities :

Each activity exercises its professions, develops its business portfolio, and contributes, in its area of expertise, to the development of the company's international activities. These activities include:

- Exploration and Production (E&P) Activity
- Pipeline Transport (TRC) Activity
- Liquefaction and Separation (LQS) Activity
- Refining and Petrochemical (RPC) Activity
- Marketing (COM) Activity

2.3 corporate directorates (DCP) :

The SONATRACH Corporate Directorates include:

- Corporate Strategy, Planning & Economics (SPE) Directorate
- Finance Corporate (FIN) Directorate
- Human Resources Corporate (RHU) Directorate
- Business Development & Marketing Corporate (BDM) Directorate

2.4 Central directorates :

The SONATRACH Central Directorates include:

- Procurement & Logistics Central Directorate
- New Resources Central Directorate
- Engineering & Project Management Central Directorate
- Legal Central Directorate
- Digitalization & Information System Central Directorate
- Health, Safety & Environment Central Directorate
- Research & Development Central Directorate

2.5 Other structures :

-
- Cabinet (CAB)
 - Corporate Affairs (CRA)
 - Ethics Committee
 - Transformation Directorate (TRF)
 - Audit and Risk Directorate (ADR)
 - Communication Directorate (CMN)
 - Internal Security Service (SIE)

The simplified, coherent, and rationalized organization of SONATRACH's operational and strategic decision-making centers ensures simple operation, information flow, dynamic reporting, and good responsiveness.

2.6 Presentation of the exploration division:

2.6.1 History of the exploration division:

Following the reorganization of SONATRACH on April 4, 1987, the Exploration Directorate was elevated from the rank of "Division," and its organization was established by decision A-00-364 of June 18, 1988.

Recently recorded results have raised hopes, with promising discoveries, notably in the Western Erg and the Berkine Basin.

The Exploration Division monopolizes all activities in the hydrocarbon sector, including operations related to research, production, pipeline transportation, hydrocarbon conditioning, and marketing.

2.6.2 Missions of the exploration division:

Its essential missions include:

- Increasing the company's reserves portfolio through new discoveries while optimizing costs.
- Reassessing existing reserves taking into account the state of knowledge of deposits and the development of concepts and technologies.
- Managing and preserving the Exploration Data Bank heritage.
- Conducting and developing prospecting and research activities for hydrocarbons.
- Participating with other Divisions in exploration tenders in Algeria and abroad.
- Participating in evaluating partnership offers for exploration projects in Algeria and abroad.
- Implementing the company's exploration strategy.

-
- Preparing, establishing, and recommending technical exploration programs and their follow-up.
 - Developing and conducting geological and geophysical analysis work.
 - Managing and monitoring contracts, both proprietary and in association.
 - Developing expertise in the field of exploration.

2.6.3 Organization of the exploration division:

The Exploration Division is organized as follows:

- East Assets Direction
- Center Assets Direction
- West Assets Direction
- North Assets Direction
- Partnership Assets Direction
- Exploration Operations Direction
- Study and Synthesis Direction
- Data Management Direction
- Planning Direction
- Finance Direction
- management division.
- Logistics Direction
- Stimulation & Well Evaluation Projects Direction
- Legal Department
- HSE Department
- Internal Security Cell

2.7 staff management division

Missions of the Staff Management Division

- -Implementation of policies, rules, and procedures established by the Company in human resource management:
- Development of annual and multi-year plans of the Division in terms of employment, training, and salaries, and their transmission to the Human Resources Department of the E&P Activity.

-
- Preparation and transmission of the Human Resources Dashboard of the Division to the HRD/E&P.
 - Execution and monitoring of short-term training actions within the framework of approved plans and budgets.
 - Preparation of annual execution reports of the plans.
 - Management and monitoring of the organizational charts and staffing of the Division.
 - Administrative, payroll, and social management of staff (excluding Senior Executives, Department Heads, and above) at the Division's Headquarters.
 - Implementation of the remuneration system and contribution to its development within the Division.
 - Application of current legislation regarding occupational health and prevention of professional risks.
 - Prevention and resolution, at the Division level, of individual and collective socio-professional conflicts.
 - Reporting to the HRD/E&P on Human Resources management within the Division.

2.8 Department of Human Resources Development

Primary missions:

- Application of the Company's policies regarding selection, recruitment, induction, career management, and training.
- Development and updating of organization manuals and specific procedures for the Division.
- Meeting the needs of the structures with competent and qualified personnel.
- -Development, implementation, and monitoring of human resource development plans (mobility plans, career plans, succession plans)
- -Implementation and monitoring of the performance management system
- -Execution and monitoring of the dashboard, reports, and short- and medium-term plans for the -Exploration Division in terms of employment, training, and payroll

I started my internship in the Human Resources Development Department, which is composed of two services:

Training Service:

The Training Service is responsible for:

- Implementing the Company's training policy
- Developing annual and multi-year training forecasts
- Consolidating and developing training plans in line with the Division's human resource development objectives and corresponding budgets, and ensuring their implementation (induction, improvement, apprenticeship, seminars)
- Preparing and analysing training dashboards and reports
- Evaluating training actions and proposing improvements
- Creating and updating a database of national and international training resources that can meet the Division's needs
- Participating in the development and implementation of partnership agreements with universities and training institutions
- Implementing the recruitment plan projections for staff
- Providing periodic reports on activity to management

Career Management Service:

The Career Management Service is responsible for:

- Managing, in collaboration with other HR services, the computerized career file "RESHUM" for all Division staff
- The development, consolidation, and analysis of workforce forecasts (employment and salary budget) on an annual and multi-year basis, as well as the recruitment plan.
- Reviewing any requests related to career progression and providing an opinion based on the match between profiles and job requirements:
- The organization, supervision, and implementation of workforce planning systems, career management, and participation in training activities:
- Conducting specific analyses, studies, or surveys related to personnel, as requested by the Division or the Company:
- Developing and analysing human resources dashboards in collaboration with the services of the Directorate;
- Preparing the annual employment and salary achievement report, as well as the annual activity report of the Department:
- Periodic reporting on activity to management.

Recruitment Service:

The recruitment service has the mission of:

- Developing a forecast plan regarding recruitment plans;
- Managing programs and tracking new recruits;
- Creating a database as a data source for the company.

Refer to the following organizational chart:

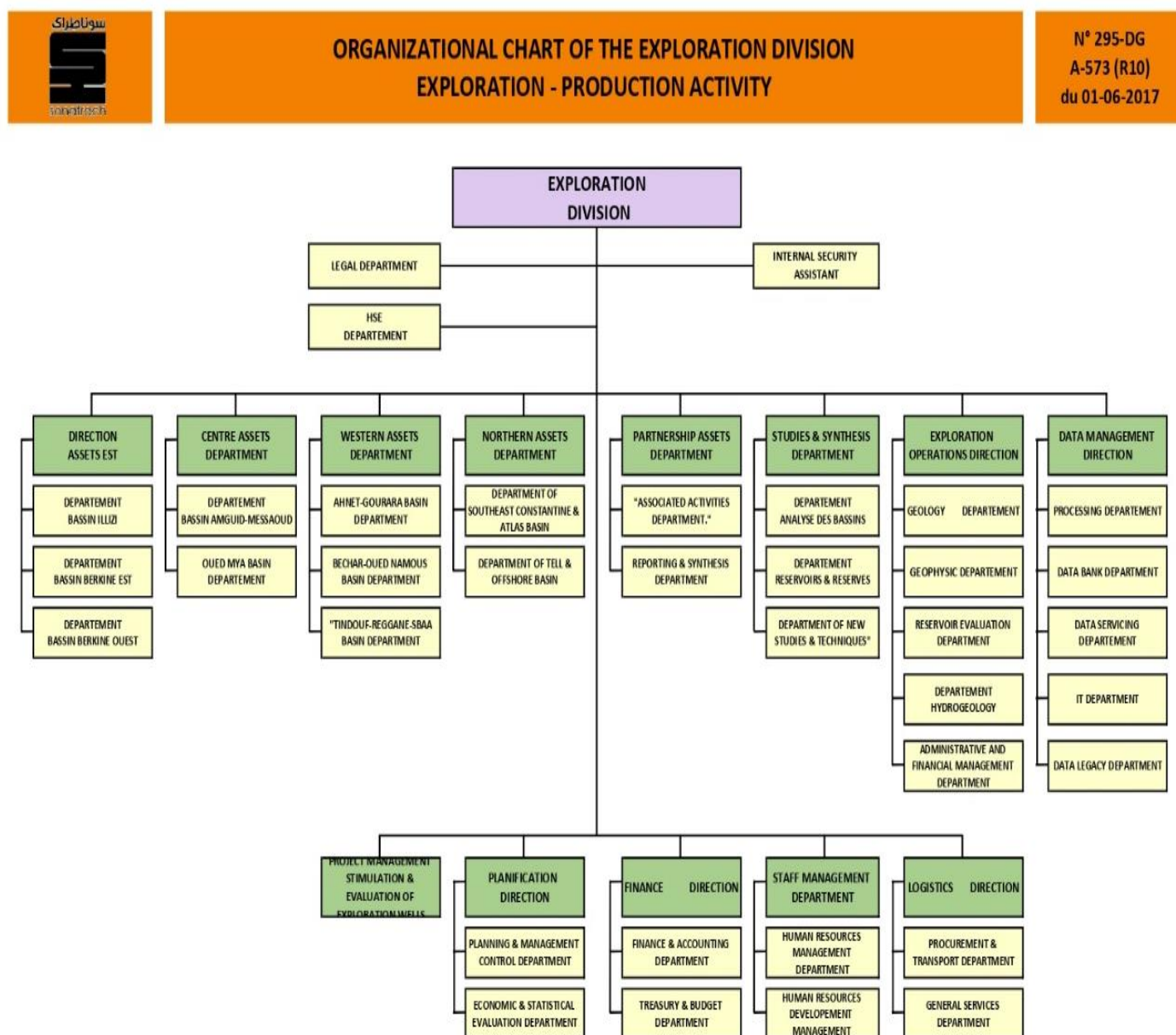


Figure 4 : Organisational chart

Section 2. Research Methodology

2.9 The Epistemological Paradigm

Epistemology refers to the critical study of science and scientific knowledge, examining its logical origins, values, and objective scope. In this study, we adopt a positivist research paradigm, which relies on scientific evidence such as experiments and statistics to understand the true nature of societal operations. In positivism, the role of the researcher is limited to data collection and interpretation through an objective approach. Research findings are typically observable and quantifiable, and researchers remain independent from the research, with no provision for human interests. As a general rule, positivism relies on hypothetical-deductive methods to verify a priori hypotheses, often stated quantitatively, in which functional relationships can be derived between causal and explanatory factors (independent variables) and outcomes (dependent variables) (Park, Konge, & Artino, 2020)

2.10 Data Types and Sources

2.10.1 Primary Data Source

Primary data was collected using a structured questionnaire containing relevant questions related to the role of career management in competence retention. The questionnaire facilitated standardized and direct responses from the participants and was distributed by the researcher.

2.10.2 Secondary Data Sources

Secondary sources included relevant data prepared, collected, and analysed by others, such as previous research, journals, books, articles, and other source documents related to the study.

2.11 Instrument design

2.11.1 Questionnaire

To construct the questionnaire, main areas of indicators were developed to measure the relationship between career management and competence retention based on the research problems and objectives.

The questionnaire variables were measured using Likert scale. The latter is probably the best-known rating scales. They are usually characterized by the headings, (strongly disagree, disagree, neutral, agree, and strongly agree). One of its advantages is that many people are familiar with Likert scales and therefore find them easy to complete (Linda A.1996). After obtaining permission, the questionnaire was distributed to the respondents at exploration.

2.12 Sample Design

2.12.1 Target Population

In this research, a targeted sample selection method will be employed to select employees within the socio-professional category of "cadre" (a category often referring to professional staff). This purposive sampling technique is chosen to ensure that the participants have the specific level of education and experience necessary for addressing the research topic: the impact of career management on competence retention. These employees have various indicators for measuring their competence.

The decision to focus on cadre employees is based on several key factors:

A- Relevant Education and Experience:

- **Education:** Cadre employees typically possess higher levels of education, which equips them with the theoretical knowledge relevant to understanding and implementing career management practices.
- **Experience:** Their professional experience often includes exposure to various career management strategies, making them well-suited to provide insights into how these practices affect competence retention.

B- Role and Responsibilities:

- **Problem-Solving:** Cadre employees are often tasked with finding solutions and making decisions within their scope of work, under the supervision of their department heads or supervisors.
- **Influence:** Although they do not necessarily hold a managerial role, their responsibilities and involvement in practical decision-making processes give them a unique perspective on career management and its impacts.
- **Position-Specific Functions:** The specific functions of cadre employees can vary depending on their position descriptions, making them a diverse and representative sample for understanding different aspects of career management.

C-Relevance to Research Objectives:

- **Impact Assessment:** Since cadre employees are directly affected by career management policies and practices, they can provide valuable data on the effectiveness of these strategies in retaining competencies within the organization.
- **Specific Insights:** Their unique position within the organization allows them to offer specific insights into the link between career management and competence retention, which is the focus of this study.

2.12.2 Sample Size

A sample size of 177 employees was selected for this study but the responded were 65 employees

2.13 Data Collection Method

Data was collected from both primary and secondary sources. Questionnaires were distributed to respondents after obtaining permission, and respondents were briefed on the study's purpose and how to complete the questionnaire. Clarifications were provided during questionnaire administration, and completed questionnaires were collected.

2.14 Data Analysis Method

The received questionnaires underwent editing to rectify potential errors and clarify any misconceptions or misunderstandings promptly, ensuring the credibility of the study. Subsequently, quantitative techniques were employed to analyse the data. The quantitative data gathered through instruments were organized using coding, tabulation, and statistical inference drawing, and analysed using statistical tools. The researcher utilized the Statistical Package for Social Sciences (SPSS) to analyse the collected data, employing descriptive statistical methods such as frequencies, percentages, mean, and standard deviation. Inferential statistics, including Pearson's correlation and simple linear regression, were also applied in the analysis. Correlation analysis was utilized to examine the relationship between career management and the retention of competent employees. Regression analysis was employed to determine the impact of career management on retaining competent employees. Finally, the findings from the data analysis were summarized, and conclusions and recommendations were formulated for the implementation of career management plans for competent employees at Sonatrach.

2.15 Pilot Test

A trial run was undertaken to assess the questionnaire's items for reliability and to address any necessary revisions. When gauging data reliability, the paramount consideration is the consistency and trustworthiness of the data. The internal consistency of constructs was evaluated using Cronbach's Coefficient alpha, as outlined by Zikmund et al. (2009). Consequently, the questionnaire underwent a pre-test utilising Cronbach's alpha reliability measurement, yielding an Alpha value of 0.729 for a set of 11 items, indicating strong reliability. Drawing from feedback obtained during the pilot test, the researcher sought input from seasoned individuals to assess validity, incorporating their suggestions to rectify any identified errors. Subsequently, the questionnaire was distributed to the designated sample respondents for the study.

2.16 Research Validity and Reliability

Validity pertains to the accuracy of study findings and can be categorised as internal or external. Internal validity concerns the correctness of analysis results, while external validity relates to the generalizability of experimental outcomes. In terms of measurement, validity can be categorised into four types: face, content, criterion, and construct validity. In this study, validity considerations were carefully addressed. For instance, since the questionnaire was developed by the researcher, it was customised to suit the research topic's requirements, ensuring that it precisely measured the intended variables. On the other hand, reliability refers to the consistency of collected data. Cronbach's alpha is commonly used to estimate the reliability of multi-item scales. Accordingly, a reliability analysis was conducted in this research to assess the instrument's consistency, with the results as follows:

Table N° 3: Cronbach's alpha, coefficient of reliability

Cronbach's Alpha	Number of Items
0.769	15

Conclusion:

In conclusion, this chapter has provided an insightful introduction to the organizational context of Sonatrach and the research methodology employed to investigate the impact of career management on competence retention.. The adoption of a positivist epistemological paradigm ensures that this study adheres to rigorous scientific principles, relying on empirical evidence to substantiate its findings. The detailed explanation of the data collection methods, sample design, and data analysis techniques further reinforces the robustness of this research approach. Subsequent chapters will build upon these foundations by presenting and interpreting the empirical findings, offering valuable insights and recommendations for enhancing career management practices at Sonatrach and beyond.

CHAPTER 3

Results And Discussion

Section 1 : Data Analysis and Interpretation

Introduction

This chapter shows results and interpretation of the collected data. It consists of two sections. The first section covers the characteristics of respondents in terms of gender, age, educational qualification, department, and work experience. The second section discusses the main part of the study: the analysis and interpretation of data collected through a questionnaire about the practice of career management at Sonatrach organization.

Results are presented regarding the effect of career management on competent employees' retention and the intention to continue working at Sonatrach. The statistical tool used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS). Descriptive and inferential analyses of the study were presented respectively. The data for this study was collected using a questionnaire. A total of 65 questionnaires were distributed, and the response rate was good for drawing conclusions on the effect of career management on competent employees' retention. Accordingly, the analysis of this study is based on the number of questionnaires collected.

1.1 Descriptive Statistics

Descriptive statistics are calculated in terms of frequencies, percentages, means, and standard deviations for all variables and all respondents' answers. Computed means signify levels of agreeableness and disagreeableness of the respondents.

1.1.1 Demographic Characteristics of the Respondents

The first section of the questionnaire consists of four items about the demographic characteristics of the respondents, such as gender group, age group, academic qualification, department, and work experience. This helps categorize competent employees because Sonatrach has different groups of employees. The following table summarizes the data pointed out by certain respondents.

Table N° 4 : Gender of the respondent

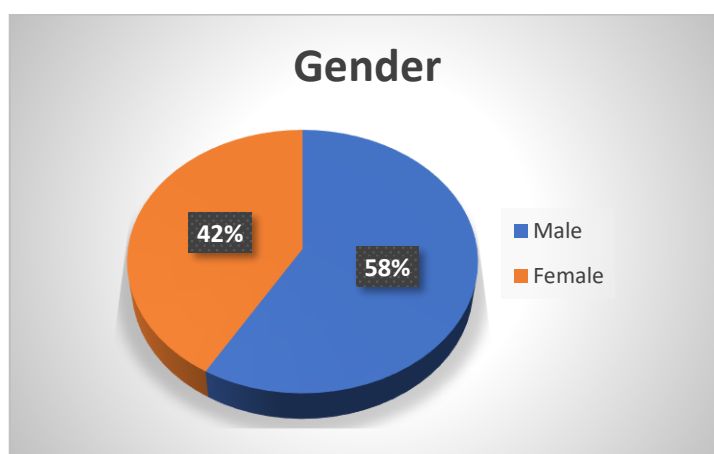
Gender	frequency	Pourcentage%
Male	38	58
Female	27	42
Total	65	100.0

Source: Compiled with the assistance of SPSS.

This table displays the distribution of gender among the participants. It shows the number of respondents categorized by gender, along with the corresponding percentages.

Overall, there were 65 participants included in the analysis. Of these, 38 (58%) were male, and 27 (42%) were female. This indicates a higher proportion of male participants compared to female participants in the sample.

Figure N° 3: Gender of the respondents



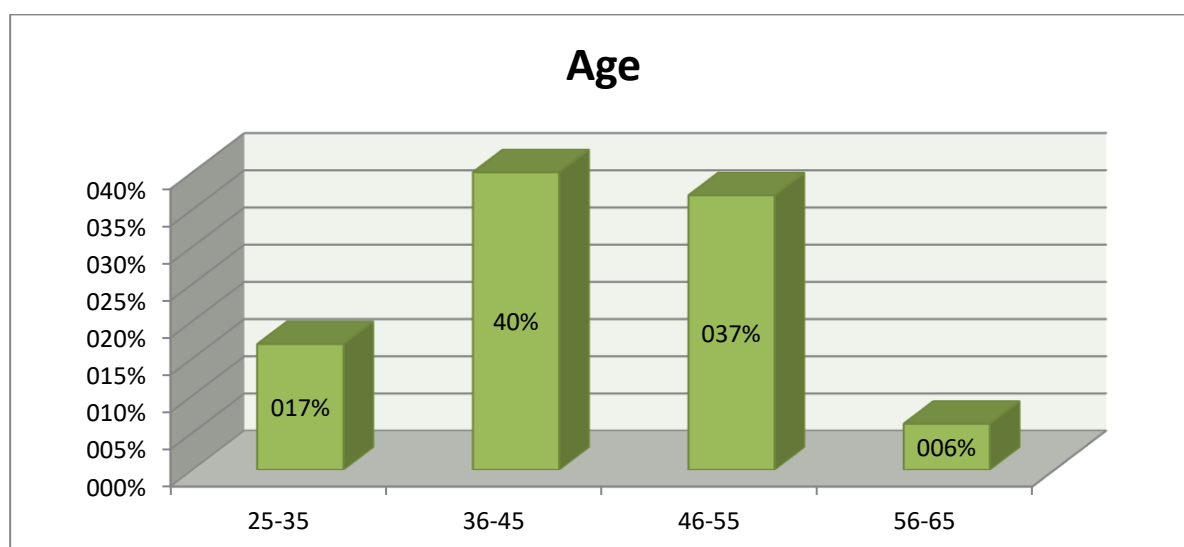
Source Compiled with the assistance of SPSS.

Table N° 5: Age of the respondents

Age	frequency	Pourcentage%
25-35	11	16.9
36-45	26	40.0
46-55	24	36.9
56-65	4	6.2
Total	65	100.0

Source Compiled with the assistance of SPSS.

Figure N° 4: Age of the respondents



Source Compiled with the assistance of SPSS.

- The graph displays a clear pattern in age distribution. There seems to be a higher concentration of younger people, with the percentage steadily decreasing as age increases. This suggests a right-skewed distribution.
- The age group between 36 and 45 years old appears to have the greatest proportion of people. This is followed by the 25-35 and 46-55 age groups.
- The graph indicates a relatively small percentage of people over 65 years old.

Table N° 6: Academic qualification of the respondents

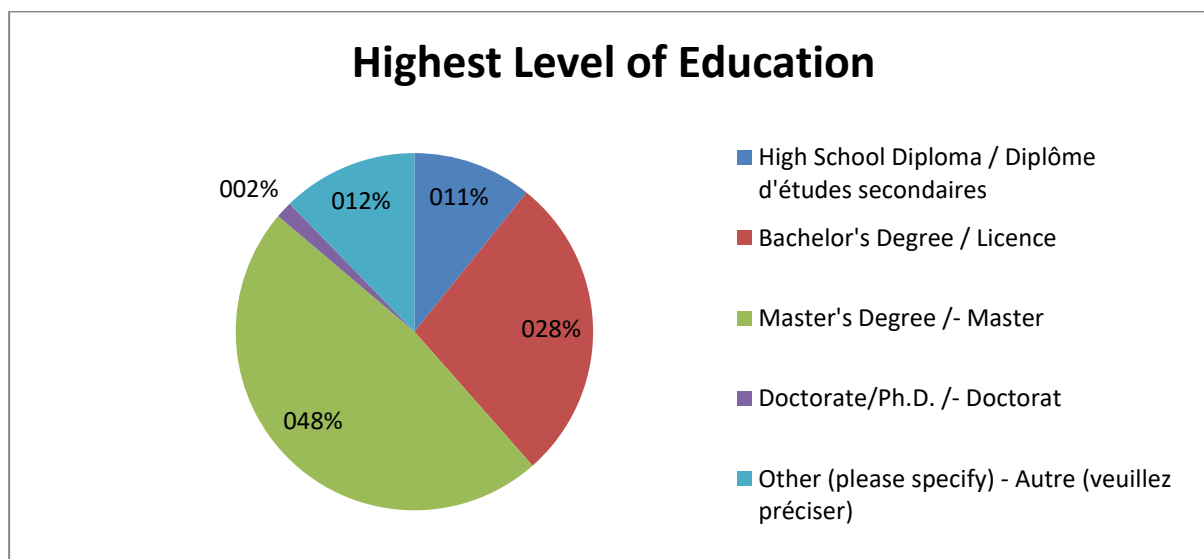
Highest Level of Education	frequency	Pourcentage%
High School Diploma	7	10.8
Bachelor's Degree	18	27.7
Master's Degree	31	47.7
Doctorate/Ph.D.	1	1.5
Other (please specify)	8	12.3
Total	65	100.0

Source Compiled with the assistance of SPSS

This table outlines the distribution of participants based on their highest level of education attained. It provides the count of respondents within each educational category, along with the corresponding percentages.

The majority of participants held a Master's degree, constituting the largest proportion with 31 individuals (47.7% of the sample). This is followed by those with a Bachelor's degree, comprising 18 participants (27.7%). Participants with a High School Diploma accounted for 7 individuals (10.8%), and there was one respondent with a Doctorate/Ph.D. degree (1.5%). Additionally, 8 participants (12.3%) indicated having other educational qualifications not

Figure N° 5: Academic qualification of the respondents



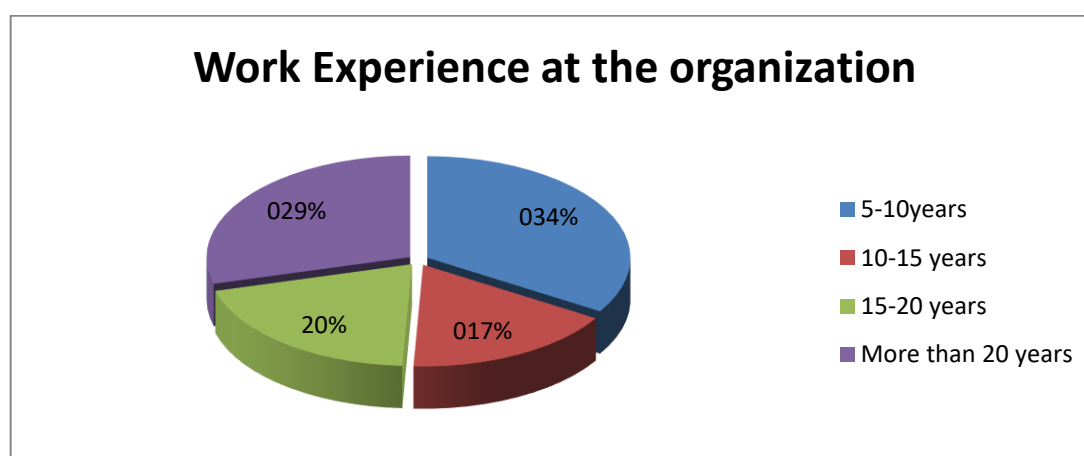
Source Compiled with the assistance of SPSS.

Table N° 7 : work experience

Work Experience	frequency	Pourcentage%
5-10years	22	33.8
10-15 years	11	16.9
15-20 years	13	20.0
More than 20 years	19	29.2
Total	65	100.0

Source Compiled with the assistance of SPSS.

Figure N° 6: work experience



Source Compiled with the assistance of SPSS.

The pie chart depicts the distribution of employee tenure within the organization. The largest segment, comprising around 30%, represents employees who have been with the company for 5-10 years, indicating a significant portion of the workforce with moderate experience. Following this group are employees with 10-15 years of experience (approximately 29%) and those with 15-20 years (about 20%), suggesting a substantial presence of mid-tenured employees. The smallest segments, totalling around 17%, consist of employees with less than 5 years of experience or more than 20 years. This indicates a balanced mix of newer and highly experienced employees, albeit in smaller numbers compared to the middle range. Overall, the chart highlights a notable concentration of employees with experience falling within the 5–20-year range, which holds significance for retention efforts. Specifically, approximately 84.6% of respondents fall within this range, representing individuals with substantial experience and likely possessing a deeper understanding of the organization's career management.

Table N° 8 :Department /division

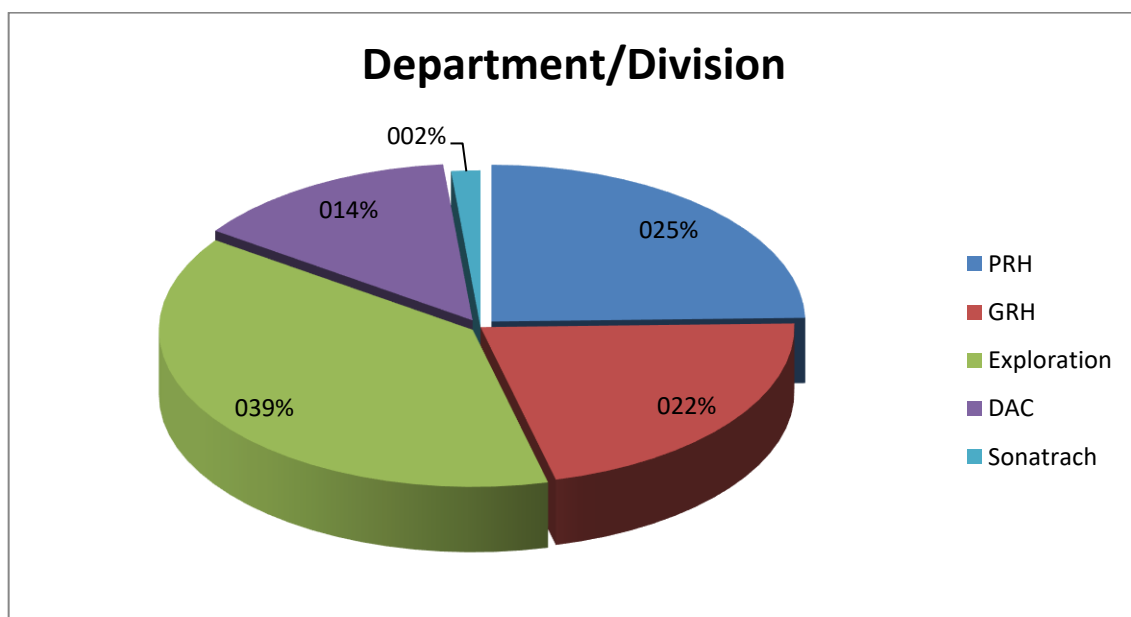
Department/Division	frequency	Pourcentage%
PRH	16	24.6
GRH	14	21.5
Exploration	25	38.5
DAC	9	13.8
Sonatrach	1	1.5
Total	65	100.0

Source Compiled with the assistance of SPSS.

This table illustrates the distribution of participants across different departments or divisions within the organization. It presents the number of respondents within each department along with the corresponding percentages.

The department with the highest number of participants is “Exploration,” accounting for 25 individuals (38.5% of the sample). Following closely is the “PRH” department with 16 participants (24.6%), and “GRH” with 14 participants (21.5%). The “DAC” department is represented by 9 participants (13.8%), while “Sonatrach” has 1 participant (1.5%).

Figure N° 7 : department /division



Source Compiled with the assistance of SPSS.

1.2 Analysis of Likert Scale Responses:

Section two of the questionnaire covered various research questions pertaining to this relationship, including:

- Career advancement opportunities, encompassing aspects like promotion, training, and succession planning, with 6 questions.
- Supportive career development environment, including career change management, on competent employee retention, with 3 questions.
- Recognition and reward initiatives, with 2 questions.
- The effect of career management on competent employee retention, with 1 questions.

Respondents were instructed to use a Likert scale approach to rate their responses, ranging from Strongly Disagree (SDA) = 1, Disagree (DA) = 2, Neutral (N) = 3, Agree (A) = 4, to Strongly Agree (SA).

1.3 Frequency Distribution and Interpretation

Career advancement opportunities (promotion, training, and succession planning)

The company encourages opportunities for me to move to different departments with the same level of responsibility to broaden my skills

Table N° 9: Frequencies of responses for the question of Encouragement of Cross-Departmental Opportunities for Skill Development

Likert Statement	frequency	Pourcentage%
Pas du tout d'accord	7	10.8
Pas d'accord	9	13.8
Neutre	18	27.7
D'accord	27	41.5
Tout à fait d'accord	4	6.2
Total	65	100.0

Source Compiled with the assistance of SPSS.

This table presents the responses to a Likert-scale item regarding the extent to which participants perceive the company's encouragement of opportunities to move to different departments with the same level of responsibility to broaden their skills. It shows the count of participants selecting each response option, along with the corresponding percentages.

The majority of participants agreed or strongly agreed with the statement, with 27 participants (41.5%) selecting "D'accord" (Agree) and 4 participants (6.2%) selecting "Tout à

fait d'accord" (Strongly agree). On the other hand, a smaller proportion disagreed or strongly disagreed, with 7 participants (10.8%) selecting "Pas du tout d'accord" (Not at all agree) and 9 participants (13.8%) selecting "Pas d'accord" (Disagree).

Additionally, 18 participants (27.7%) chose the "Neutre" (Neutral) option, indicating a lack of strong agreement or disagreement with the statement.

The company provides me with the training and development opportunities necessary to qualify for promotions within the organization.

Table N° 10 Frequencies of responses for the statement "The company provides me with the training and development opportunities necessary to qualify for promotions within the organization"

Likert Statement	frequency	Pourcentage%
Pas du tout d'accord	9	13.8
Pas d'accord	15	23.1
Neutre	15	23.1
D'accord	23	35.4
Tout à fait d'accord	3	4.6
Total	65	100.0

Source Compiled with the assistance of SPSS.

This table presents the responses to a Likert-scale item concerning participants' perceptions of the company's provision of training and development opportunities necessary for qualifying for promotions within the organization. It displays the count of participants for each response option, along with the corresponding percentages.

The data suggest a varied perception among participants regarding the adequacy of training and development opportunities provided by the company. A notable portion expressed agreement, with 23 participants (35.4%) selecting "D'accord" (Agree) and 3 participants (4.6%) choosing "Tout à fait d'accord" (Strongly agree).

Conversely, a significant proportion indicated some level of disagreement, with 9 participants (13.8%) selecting "Pas du tout d'accord" (Not at all agree) and 15 participants (23.1%) choosing "Pas d'accord" (Disagree). Additionally, 15 participants (23.1%) remained neutral by selecting "Neutre" (Neutral).

The company provides me with training and development opportunities to advance my skills.

Table N° 11 Frequencies of responses for statement ‘ the company provides me with training and development opportunities to advance my skills.

Likert Statement	frequency	Pourcentage%
Pas du tout d'accord	4	6.2
Pas d'accord	6	9.2
Neutre	20	30.8
D'accord	27	41.5
Tout à fait d'accord	8	12.3
Total	65	100.0

Source Compiled with the assistance of SPSS.

This table presents the responses to a Likert-scale item regarding participants' perceptions of the company's provision of training and development opportunities to advance their skills. It displays the count of participants for each response option, along with the corresponding percentages.

The data suggest a positive perception among participants regarding the company's efforts in providing training and development opportunities. A significant majority expressed some level of agreement, with 27 participants (41.5%) selecting "D'accord" (Agree) and 8 participants (12.3%) choosing "Tout à fait d'accord" (Strongly agree).

Conversely, a smaller proportion indicated disagreement, with 4 participants (6.2%) selecting "Pas du tout d'accord" (Not at all agree) and 6 participants (9.2%) choosing "Pas d'accord" (Disagree). Additionally, 20 participants (30.8%) remained neutral by selecting "Neutre" (Neutral).

Table N° 12: Frequencies of responses for the statement of the Perception about the Company's Investment in Employee Development through Training Programs

Likert Statement	frequency	Pourcentage%
Pas du tout d'accord	3	4.6
Pas d'accord	13	20.0
Neutre	30	46.2
D'accord	16	24.6
Tout à fait d'accord	3	4.6
Total	65	100.0

Source Compiled with the assistance of SPSS.

This table presents the responses to a Likert-scale item regarding participants' perceptions of whether the company invests in their development by providing access to relevant training programs. It displays the count of participants for each response option, along with the corresponding percentages.

The data indicate a mixed perception among participants regarding the company's investment in their development through training programs. A significant portion remained neutral, with 30 participants (46.2%) selecting "Neutre" (Neutral).

However, there is also a notable proportion of participants who expressed disagreement, with 13 participants (20.0%) selecting "Pas d'accord" (Disagree) and 3 participants (4.6%) choosing "Pas du tout d'accord" (Not at all agree). Conversely, a smaller portion indicated agreement, with 16 participants (24.6%) selecting "D'accord" (Agree) and 3 participants (4.6%) choosing "Tout à fait d'accord" (Strongly agree).

The performance objectives of employees are clearly defined and aligned with the organization's goals.

Table N° 13: Frequencies of responses for the statement about Clarity and Alignment of Employee Performance Objectives with Organizational Goals

Likert Statement	Frequency	Pourcentage%
Pas du tout d'accord	9	13.8
Pas d'accord	22	33.8
Neutre	18	27.7
D'accord	14	21.5
Tout à fait d'accord	2	3.1
Total	65	100.0

Source Compiled with the assistance of SPSS.

The data presents insights into the clarity and alignment of employee performance objectives with organizational goals. It indicates a range of perspectives among respondents: 13.8% strongly disagree, 33.8% disagree, 27.7% remain neutral, 21.5% agree, and 3.1% strongly agree with the statement. While a notable portion expresses disagreement or neutrality, there are still respondents who agree or strongly agree, albeit to a lesser extent. This suggests a mixed perception regarding the clarity and alignment of performance objectives, with some respondents indicating that they are well-defined and aligned with organizational goals, while others may perceive room for improvement in this aspect.

The organization actively identifies and develops future leaders and key potentials.

Table N° 14: Frequencies of responses for the statement about Organization's Efforts in Identifying and Developing Future Leaders and Key Potentials

Likert Statement	Frequency	Pourcentage%
Pas du tout d'accord	6	9.2
Pas d'accord	20	30.8
Neutre	25	38.5
D'accord	14	21.5
Total	65	100.0

Source Compiled with the assistance of SPSS.

The data from this table provide insights into participants' perceptions regarding the organization's efforts in identifying and developing future leaders and key talent:

- Disagreement: A significant portion of participants around (40.0%) expressed disagreement with the statement. This includes 9.2% selecting "Pas du tout d'accord" (Not at all agree) and 30.8% choosing "Pas d'accord" (Disagree). This suggests that a considerable number of participants do not believe that the organization actively identifies and develops future leaders and key talent.

Overall, the data highlight a mixed perception among participants regarding the organization's initiatives for identifying and developing future leaders and key talent. While some participants believe the organization is effective in this aspect, a significant portion either disagree or remain neutral, indicating potential areas for improvement or communication to enhance employee confidence in the organization's competence development strategies.

supportive career development environment, encompassing career change management, evaluation, and monitoring practices

Table N° 15 : Frequencies of responses for the statement about whether the organization actively encourages exploration of new career opportunities among its employees.

Likert Statement	Frequency	Pourcentage%
Pas du tout d'accord	7	10.8
Pas d'accord	14	21.5
Neutre	31	47.7
D'accord	13	20.0
Total	65	100.0

Source Compiled with the assistance of SPSS.

The data provided offers insights into the extent to which the organization actively promotes the exploration of new career opportunities among its employees. For example, out of the 65 respondents, 10.8% strongly disagree, while 21.5% disagree, 47.7% are neutral, and 20.0% agree with the statement. The distribution of responses shows a close balance between those who agree and disagree, with a significant portion remaining neutral. This balance can indeed lead to ambiguity in interpreting the overall sentiment regarding the organization's encouragement of employees to explore new career opportunities.

The performance monitoring tools and processes are effective in evaluating employee performance.

Table N° 16 : Frequencies of responses for the statement about the Effectiveness of Performance Monitoring Tools and Processes for Evaluating Employee Performance

Likert Statement	Frequency	Pourcentage%
Pas du tout d'accord	4	6.2
Pas d'accord	26	40.0
Neutre	24	36.9
D'accord	10	15.4
Tout à fait d'accord	1	1.5
Total	65	100.0

Source Compiled with the assistance of SPSS.

The provided data offers insights into the perceived effectiveness of the organization's performance monitoring tools and processes in evaluating employee performance. For example, among the 65 respondents, 6.2% strongly disagree, 40.0% disagree, 36.9% are neutral, 15.4% agree, and 1.5% strongly agree with the statement. This distribution of responses reflects varied opinions regarding the effectiveness of the performance monitoring tools and processes. While a significant proportion expresses disagreement or neutrality, there are still respondents who agree or strongly agree with the statement.

The performance evaluations are used to inform decision-makers.

Table N° 17 : Frequencies of responses for the statement about the Utilization of Performance Evaluations for Decision-Making

Likert Statement	Frequency	Pourcentage%
Pas du tout d'accord	3	4.6
Pas d'accord	18	27.7
Neutre	31	47.7
D'accord	12	18.5
Tout à fait d'accord	1	1.5
Total	65	100.0

Source Compiled with the assistance of SPSS.

The data reveals varied perspectives on the use of performance evaluations to inform decision-makers. While 4.6% of respondents strongly disagree and 27.7% disagree with this notion, indicating scepticism or dissatisfaction, a substantial 47.7% remain neutral on the matter. Conversely, 18.5% agree and 1.5% strongly agree, suggesting some level of confidence or satisfaction with the current approach. These findings highlight a mixed perception among respondents regarding the efficacy of performance evaluations in influencing decision-making processes within the organization. This diversity of opinions underscores the importance of further investigation into the factors influencing these perceptions, potentially informing efforts to enhance the effectiveness and perceived value of performance evaluation practices.

Recognition and reward initiatives

Table N° 18 : Frequencies of responses for the statement There are specific recognition initiatives reserved for employees who achieve certain accomplishments, such as making a discovery, solving a significant problem, or conducting valuable research .

Likert Statement	Frequency	Pourcentage%
Pas d'accord	18	27.7
Neutre	35	53.8
D'accord	11	16.9
Tout à fait d'accord	1	1.5
Total	65	100.0

Source Compiled with the assistance of SPSS.

The provided data offers insights into the alignment of recognition programs with the organization's values. The breakdown of responses shows that 27.7% disagree, while 53.8% remain neutral. On the other hand, 16.9% agree, and 1.5% strongly agree that recognition programs align with the organization's values. This indicates that the majority of respondents either express neutrality or slight disagreement regarding this alignment. However, there is still a smaller proportion who agree or strongly agree with the alignment of recognition programs with the organization's values

Table N° 19 : Frequencies of responses for the statement about Motivational Impact of Offered Rewards on Employees.

Likert Statement	frequency	Pourcentage%
Pas du tout d'accord	7	10.8
Pas d'accord	23	35.4
Neutre	21	32.3
D'accord	11	16.9
Tout à fait d'accord	3	4.6
Total	65	100.0

Source Compiled with the assistance of SPSS.

The provided data offers insights into the perceived motivational impact of rewards offered to employees within the organization. The breakdown of responses reveals that 10.8% strongly disagree, while 35.4% disagree, and 32.3% remain neutral. On the other hand, 16.9% agree, and 4.6% strongly agree that the rewards are motivating enough. This indicates a mixed sentiment among respondents, with the majority either disagreeing or remaining neutral regarding the level of motivation provided by the rewards offered. Nonetheless, there is still a notable portion of respondents who agree or strongly agree that the rewards serve as effective motivators.

Competent employees' retention

I want to continue working in this company until I retire.

Table N° 20 : Competent employees' retention

Likert Statement	Frequency	Pourcentage	Pourcentage valide	Pourcentage cumulé
Pas du tout d'accord	6	9.2	9.2	9.2
Pas d'accord	11	16.9	16.9	26.2
Neutre	22	33.8	33.8	60.0
D'accord	15	23.1	23.1	83.1
Tout à fait d'accord	11	16.9	16.9	100.0
Total	65	100.0	100.0	

Source: Compiled with the assistance of SPSS.

The data provided encompasses various aspects of employee satisfaction, engagement, and retention within the organization. Regarding the likelihood of recommending the company as a great place to work, the responses are distributed as follows: 3.1% strongly disagree, 15.4% disagree, 43.1% are neutral, 29.2% agree, and 9.2% strongly agree. Similarly, when considering the possibility of working for a different company in the next two years, the responses are diverse: 20.0% strongly disagree, 24.6% disagree, 32.3% are neutral, 9.2% agree, and 13.8% strongly agree. Assessing the likelihood of leaving the company in the next few years, opinions range from 15.4% strongly disagreeing to 10.8% strongly agreeing. In terms of satisfaction with current roles and responsibilities, responses vary: 9.2% strongly disagree, 15.4% disagree, 30.8% are neutral, 27.7% agree, and 16.9% strongly agree. Lastly, regarding the intention to continue working until retirement, the distribution ranges from 9.2% strongly disagreeing to 16.9% strongly agreeing. Overall, these responses highlight a range of sentiments among employees, indicating areas of satisfaction, ambivalence, and potential areas for improvement in employee engagement and retention plans.

1.3.1 Mean comparison

1.3.1.1 Career management practices

Table N° 21 : mean of the independent variable (Promotion, Training, Succession Planning)

	Moyenne	Médiane	DV	Valide
The company encourages opportunities for me to move to different departments with the same level of responsibility to broaden my skills	3.1846	3.0000	1.10244	65
The company provides me with the training and development opportunities necessary to qualify for promotions within the organization.	2.9385	3.0000	1.15754	65
The company provides me with training and development opportunities to advance my skills.	3.4462	4.0000	1.03124	65
I feel the company invests in my development by providing access to relevant training program	3.0462	3.0000	.90882	65
The performance objectives of employees are clearly defined and aligned with the organization's goals.	2.6615	3.0000	1.06473	65
The organization actively identifies and develops future leaders and key talent.	2.7231	3.0000	.91015	65

Weighted mean 3.0000

Source: Compiled with the assistance of SPSS.

Based on the Likert scale intervals, a weighted mean of 3.0000 falls within the range of 2.5 to 3.49, indicating a tendency towards a neutral or slightly positive sentiment, but not strong agreement. When considering career advancement opportunities, including promotion, training, and succession planning, this suggests that, on average, respondents are leaning slightly towards agreement. While there is not overwhelming endorsement, the weighted mean implies a moderate level of satisfaction or agreement with the available career advancement opportunities within the organization.

Table N° 22 mean of the independent variable (career change opportunities, evaluation)

	Moyenne	Médiane	DV	Valide
The organization actively encourages exploration of new career opportunities among its employees.	2.7692	3.0000	.89738	65
The performance monitoring tools and processes are effective in evaluating employee performance.	2.6615	3.0000	.87101	65
The performance evaluations are used to inform decision-makers in potential management.	2.8462	3.0000	.83349	65

Weighted mean 2.7589

Source :Compiled with the assistance of SPSS.

Interpreting the weighted mean of 2.7589 for responses about the career development environment, which includes career change management, evaluation, suggests a tendency towards a neutral or slightly negative sentiment. This indicates that, on average, respondents are leaning slightly towards disagreement or dissatisfaction with the career development environment provided by the organization. The weighted mean implies that there may be notable areas for improvement in aspects such as career change management, evaluation, and monitoring practices.

Table N° 23 :mean of the independent variable (recognition and rewards)

	Moyenne	Médiane	DV	Valide
There are specific recognition initiatives reserved for employees who achieve certain accomplishments, such as making a discovery, solving a significant problem, or conducting valuable research.	2.9231	3.0000	.71387	65
The rewards offered are motivating enough for employees	2.6923	3.0000	1.02961	65

Weighted mean 2.8077

Source: Compiled with the assistance of SPSS.

The given statistics provide a summary of the responses to two survey statements: “Recognition programs are aligned with the organization’s values” and “The rewards offered are motivating enough for employees and managers.

Findings:

- Both statements have received a median response of 3.0000, indicating a central tendency towards a neutral to somewhat positive perception.
- The mean for the alignment of recognition programs is slightly higher (2.9231) compared to the motivation offered by rewards (2.6923), suggesting that employees slightly agree more with the alignment of recognition programs than with the motivational value of the rewards.
- The standard deviation is higher for the rewards statement (1.02961) than for the recognition programs statement (0.71387), indicating that responses about the rewards offered have more variability or dispersion.

Overall, the statistics suggest that employees generally perceive the recognition programs to be reasonably well-aligned with the organization’s values but are slightly less convinced about the motivational impact of the rewards offered. The variability in responses is higher for the motivation provided by rewards, suggesting differing opinions among employees regarding this aspect.

1.3.1.2 competent employees’ retention

I want to continue working in this company until I retire.

Table N° 24: mean of the dependent variable

	Moyenne	Médiane	DV	Valide
I want to continue working in this company until I retire.	3.2154	3.0000	1.19232	65

Source :Compiled with the assistance of SPSS.

The Mean of 3.2154 value indicates a moderate trend towards agreement with the intention to stay with the company until retirement. It shows that, on average, respondents express a moderate inclination towards remaining with the company. This is slightly above the neutral midpoint (3.0), suggesting a generally positive sentiment, though not overwhelmingly strong.

Overall.

The data reveals that employees have a moderate but not strong inclination to stay with the company until retirement. The mean (3.2154) suggests a slight positive tendency, but the considerable standard deviation (1.19232) indicates a range of opinions among employees. While the central tendency is slightly positive, there are varied levels of commitment among the workforce. This could imply that while some employees are committed to long-term tenure with the company, others are less certain, indicating potential areas for further investigation or intervention by the company to enhance employee retention.

Section 2 : Results of Inferential Statistics

2.1 The correlation

The table presents correlations between employee intention to continue working in the company and three additional factors, likely associated with career management practices. The sentiment assessed is the extent to which an employee agrees with the statement “I want to continue working in this company until I retire.

- Correlation de Pearson (Pearson Correlation): This quantifies the statistical relationship between two variables, ranging from -1 to 1. A value of 1 signifies a perfect positive correlation, -1 indicates a perfect negative correlation, and 0 signifies no correlation.

- Sig. (bilateral) (Sig. (two-tailed)): This indicates the significance level, reflecting the probability that the observed correlation arises by chance. A value of 0.05 or lower typically denotes statistical significance.

- The researcher uses one of the most common types of correlation coefficients which is Pearson correlation coefficient methods because of the statistical accuracy that usually results from these methods. The strength of correlation would interpret through suggestion by Evans (1996) as shown in the following pattern.

0.00 - 0.19 very weak

0.2 - 0.39 weak

0.4 - 0.59 Moderate

0.6 - 0.79 strong

0.8 - 1.0 very strong

Table N° 25 : Corelations

		H2	H3	H1	Dependent variable.
H2	Corrélation de Pearson	1	.476**	.271*	-.114
	Sig. (bilatérale)		.000	.029	.365
	N	65	65	65	65
H3	Corrélation de Pearson	.476**	1	.555**	.323**
	Sig. (bilatérale)	.000		.000	.009
	N	65	65	65	65
H1	Corrélation de Pearson	.271*	.555**	1	.400**
	Sig. (bilatérale)	.029	.000		.001
	N	65	65	65	65
I want to continue working in this company until I retire.	Corrélation de Pearson	-.114	.323**	.400**	1
	Sig. (bilatérale)	.365	.009	.001	
	N	65	65	65	65

Source Compiled with the assistance of SPSS.

the table paints a clearer picture of how these career management practices influence employee desire to stay with the company long-term.

- **H1 (Promotion, Training, Succession Planning):** There is a moderate positive correlation where ($r=0.400$, $p=0.001<0.01$) suggests that employees who perceive strong opportunities for growth within the company through promotions, training programs, and clear succession plans are more likely to want to stay with the company until retirement. This indicates that career development is a significant factor in employee retention.
- **H2 (Career Change Opportunities & Evaluation):** The negative and a non-significant correlation ($r= -0.114$, $p=0.365>0.01$) suggests a very slight negative association between frequent career change opportunities and the desire to stay with the company. It's important to note that the correlation is weak, so it doesn't necessarily mean frequent career changes are bad. It might be that employees who primarily seek frequent career changes are less likely to see themselves staying long-term at one company. The positive aspect of H2 could be the focus on evaluation. Regular feedback

and performance discussions can contribute to a sense of growth and development, even if it doesn't involve frequent job changes.

- **H3 (Recognition & Reward):** The positive correlation ($r=0.323, p=0.009<0.01$) suggests that employees who feel appreciated and rewarded for their contributions are more likely to want to stay with the company. This highlights the importance of a strong recognition and reward system in fostering employee retention.

Overall:

- Strong career development opportunities (promotions, training, succession planning) are a key factor in keeping employees engaged and wanting to stay long-term.
- While exploring new career opportunities as well as the evaluation might not be a strong indicator of long-term commitment, focus on evaluation and development within the current role can still be positive.
- Recognition and reward programs that acknowledge employee contributions further enhance employee satisfaction and desire to stay.

2.2 Regression analysis

2.2.1 model summary of R and R2.

Table N° 26 Analysis model summary of R and R2.

Model	R	R-deux	R-deux ajusté	Standard error of estimation
1	.519 ^a	.289	.233	1.04412

Source :Compiled with the assistance of SPSS.

Predicted values: (constants), H1 (promotion, training, succession planning), H2 (career change opportunities & evaluation), and H3 (recognition & reward).

The table depicts findings from a regression analysis examining employee sentiment, specifically their inclination to stay with the company until retirement. The analysis includes three independent variables: H1 (promotion, training, succession planning), H2 (career change opportunities & evaluation), and H3 (recognition & reward).

In Model 1:

-R: The R value for Model 1 stands at 0.519, indicating that the model accounts for 51.9% of the variance in employee sentiment.

R-squared: Model 1's R-squared value mirrors R at 0.289, representing the percentage of variance explained by the model

- Adjusted R-squared: This figure, at 0.233 for Model 1, adjusts for the number of variables, offering a more reliable measure of fit.

- Standard error of the estimate: Model 1's standard error is 1.04412, signifying the average discrepancy between predicted and actual sentiment scores.

In the context of social science research, an R-squared value of 0.289 is generally considered acceptable. This value indicates that approximately 28% of the variance in the dependent variable can be explained by the independent variables included in the model. While this may seem modest compared to fields like physical sciences or engineering, it is important to recognize that human behaviour and organizational dynamics are influenced by a multitude of factors, many of which are difficult to quantify and control. (Ozili & Peterson, 2023).

Additionally, our conceptual framework is somewhat complex, encompassing various interrelated factors such as promotion opportunities, training programs, succession planning, career change opportunities, evaluation processes, and recognition and reward systems. Given this complexity, achieving an R-squared value of 0.28 suggests that our model has a reasonable explanatory power and provides valuable insights into the influence of career management practices on the retention of competent employees.

Overall, Model 1 appears to fit the data. The moderate R-squared (0.289) and adjusted R-squared (0.233) suggest a satisfactory explanation of variance, while the standard error remains reasonable.

The regression analysis suggests significant associations between all three career management practices (H1, H2, H3) and employee sentiment. This indicates that companies can enhance employee satisfaction and retention by implementing comprehensive career management programs encompassing promotions, training, succession planning, career opportunities, evaluation, recognition, and reward.

2.2.2 Anova

Table N° 27: (ANOVA) career management predictor to employee's retention

Model		Somme des carrés	ddl	Moyenne des carrés	D	Sig.
1	Régression	24.484	3	8.161	7.486	.000 ^a
	Résidu	66.501	61	1.090		
	Total	90.985	64			

Source: Compiled with the assistance of SPSS.

a. predictes Values : (constants), h1, h2, h3

b. dependant Variable: I want to continue working in this company until I retire.

The ANOVA results indicate that the regression model, which includes the career management predictors (h1: promotion, training, succession planning; h2: career change opportunities & evaluation; h3: recognition & reward), significantly predicts employee retention.

Key Points:

- Statistical Significance: The F statistic of 7.486 and the p-value of 0.000 show that the model is statistically significant, meaning that at least one of the predictors has a significant effect on the dependent variable (intention to stay with the company until retirement).

- Explained Variance: The regression model explains about 26.9% of the variance in employee retention (regression sum of squares is 24.484 out of a total sum of squares of 90.985), indicating a substantial portion of employee retention can be attributed to the career management factors in the model.

- Implications: Effective career management practices (promotion, training, succession planning, career change opportunities, evaluation, recognition, and reward initiatives) play a crucial role in influencing employees' intentions to remain with the company until retirement. In summary, the regression model is a good fit and highlights the importance of career management in enhancing employee retention.

2.2.3 Coefficient

Table N° 28 : Coefficient

Modèle		Coefficients non standardisés		Coefficients standardisés	T	Sig.
		A	Erreur standard	Bêta		
1	(Constante)	1.698	.662		2.566	.013
	H2	-.540	.192	-.349	-2.805	.007
	H3	.474	.220	.310	2.151	.035
	H1	.551	.225	.323	2.452	.017

Source Compiled with the assistance of SPSS.

dependant Variable: I want to continue working in this company until I retire.

The coefficient of determination (R-squared) explains the extent to which the variation in the dependent variable can be explained by the variation in the independent variables. In this case, it indicates the percentage of variation in the dependent variable (employee retention at SONATRACH) that can be explained by the three independent variables (career mobility, training and succession planning, evaluation and career development opportunities, recognition, and rewards).

The researcher performed multiple regression analysis to determine the relationship between employees' intention to continue working in the company and the three independent variables.

Constant signifies the intercept of the regression line. It represents the predicted value of employee sentiment (desire to stay with the company) when all the other independent variables (H1, H2, H3) in the model are set to zero.

Erreur standard (Standard Error) .662: This represents the standard error of the constant term. It indicates the variability in the estimate of the constant term's impact on employee sentiment. A lower standard error suggests a more precise estimate.

T value is 2.566: This is the t-statistic for the constant term. It's used to test whether the constant term has a statistically significant effect on employee sentiment.

(Sig.) .013: This is the significance level associated with the t-statistic. A significance level of 0.05 or lower is generally considered statistically significant. In this case, the significance level is .013, which is well below the threshold. This means we can reject the null hypothesis, which states that the constant term has no effect on employee sentiment. So, the constant term has a statistically significant impact on the model.

Based on the SPSS output provided, the regression equation for predicting the dependent variable "I want to continue working in this company until I retire" based on the independent variables (Hypotheses H1, H2, and H3) can be written as follows:

$$Y = 1.698 + 0.551 * H1 - 0.540 * H2 + 0.474 * H3$$

Where:

- Y represents the predicted value of "I want to continue working in this company until I retire".
- 1.698 is the intercept (constant) term.
- H1, H2 and H3 are the independent variables representing Hypotheses respectively H1, H2 and H3 .

0.551 , -0.540 , 0.474, and are the coefficients associated with H1 ,H2 and H3, and respectively.

These coefficients indicate the strength and direction of the relationship between each independent variable and the dependent variable, considering all other variables in the model.

Histogram of standardized residuals from a regression analysis

The histogram provided a graphical representation of the standardized residuals from a regression analysis. Here's a detailed interpretation of the histogram:

- Normality of Residuals: The distribution of residuals suggests that they are approximately normally distributed, which is a good sign for the validity of the regression model. Normality of residuals is an assumption for many statistical tests and models, including linear regression.
- Model Fit: Given that the residuals are centered around zero and follow a normal distribution, it suggests that the regression model is a good fit for the data. The predictions made by the model do not show systematic errors and the residuals are randomly distributed.

Diagram of a P-P (Probability-Probability) plot of the standardized residuals

This Diagram is a P-P (Probability-Probability) plot of the standardized residuals from a regression analysis. Here's a detailed interpretation of this P-P plot:

- Normality of Residuals: The P-P plot suggests that the residuals of the regression model are normally distributed, as the points closely follow the diagonal line. This supports the assumption of normality in regression analysis.
- Model Fit: The normal distribution of residuals suggests a good fit for the regression model. This indicates that the model's predictions are reliable and the residuals do not show systematic deviations from normality.

In summary, the P-P plot provides visual evidence that the residuals of the regression model are normally distributed, which is a key assumption for the validity of many statistical tests and the reliability of the regression model's results.

scatter plot of the standardized residuals versus the standardized predicted values

The diagram provided is a scatter plot (often called a residual plot) of the standardized residuals versus the standardized predicted values from a regression analysis. Here's a detailed interpretation of this scatter plot:

- Random Distribution of Residuals: The random scatter of points around the horizontal axis indicates that the residuals do not exhibit any systematic patterns. This suggests that the assumptions of linearity and homoscedasticity (constant variance of residuals) are likely met.
- No Obvious Patterns: The absence of clear patterns (such as curves or clusters) suggests that the regression model is appropriate for the data and that the model's predictions are reliable.

In summary, this residual plot supports the validity of the regression model by showing that the residuals are randomly distributed around zero, which is a key assumption in regression analysis. This further confirms that the model fits the data well and that the residuals do not contain any additional information that could improve the model.

Section 3: Discussion of the Findings

3.1 General Characteristics of the Respondents

The data presented provides insight into the demographic and professional characteristics of the participants. Out of the 65 respondents, 38 (58.5%) were male, while 27 (41.5%) were female, indicating a slightly higher representation of male participants. Regarding age distribution, the majority of respondents fell within the age groups of 36-45 (40.0%) and 46-55 (36.9%), suggesting a relatively mature workforce. In terms of educational attainment, the highest proportion of respondents held a Master's degree (47.7%), followed by those with a Bachelor's degree (27.7%). Concerning work experience, the largest segment (33.8%) had 5-10 years of experience, followed by those with more than 20 years of experience (29.2%). Across departments or divisions, the "Exploration" department had the highest representation (38.5%), followed by "PRH" (24.6%) and "GRH" (21.5%). Overall, the data reflects a diverse and experienced participant pool, with a significant presence of mid-career professionals across various departments within the organization.

3.2 Career management on competent employees' retention

According to the regression equation established $Y = 1.698 + 0.551 * H1 - 0.540 * H2 + 0.474 * H3$, taking all factors into account (Promotion, Training, Succession Planning, career change opportunities, evaluation, Recognition and Rewards) to be constant at zero, employees intention to continue working at SONATRACH ($b = 1.698$, $t = 2.566$, $p .013 < 0.05$). Therefore, the General hypothesis was verified and accepted which states that there is an impact of career

management on competent employee's retention. These findings collate with those of (SAFI & HAMIDI, 2020) who evaluated the effectiveness of career management initiatives and their impact on employee loyalty and retention within the public sector and the results obtained indicated that career management strategies is crucial in promoting employee motivation, satisfaction, and retention within the organisation , In addition to (Ngirande Hlanganipai, 2014) who studied the effect of Career Management Practices: Impact of Work Design on Employee Retention and found that specific work design elements are important in enhancing employee retention

3.3 Promotion, Training, Succession Planning

The unstandardized coefficient for H1 (.551) is positive, indicating that a higher score on H1 (stronger career development opportunities) is associated with a higher predicted the dependent variable score. The beta coefficient (.323) is also positive, suggesting a positive relationship. The t-statistic (2.452) is significant , (Sig. .017), meaning this relationship is statistically significant. Therefore, the hypothesis one (H1) which states that The availability of career advancement opportunities, including promotion, training, and succession planning, positively correlates with the retention of competent employees within the SONATRACH organization. It was accepted at $p < 0.05$. Our study's findings were consistent with what (Radovan Savov, Tluchor, & Kozáková, 2022) found which is that career advancement opportunities are pivotal for their retention within the organization.

3.4 career change opportunities, evaluation

H2 (Career Change & Evaluation): The unstandardized coefficient for H2 is negative (-.540), indicating that a higher score on H2 (more frequent career changes or evaluations) is associated with a slightly lower predicted employee sentiment score. The beta coefficient (-.349) is also negative, suggesting a negative relationship. The t-statistic (-2.805) is significant (Sig. .007), meaning this relationship is statistically significant. Therefore, the second hypothesis (H2) was rejected which states that career change opportunities, evaluation, and monitoring practices, positively influences the retention of competent employees within the organization.

3.5 Recognition and Rewards

H3 (Recognition & Reward): The unstandardized coefficient for H3 (.474) is positive, indicating that a higher score on H3 (more recognition and reward) is associated with a higher predicted employee sentiment score. The beta coefficient (.310) is also positive, suggesting a positive relationship. The t-statistic (2.151) is significant (Sig. .035), meaning this relationship is statistically significant. The third hypothesis (H3) was accepted, which states that there is a significant impact of recognition and rewards on the retention of competent employees. The

study findings are in agreement with (Chew & Girardi, 2008) and with (Bartrop & others, 2022) and also Harmila Devi Ramachandaran, Asokan Vasudevan, Revathy Sagadavan, Shiney John, and Tang Yow Onn (2024), who found that there is a range of strategies employed by organizations to retain skilled staff, including the provision of opportunities for career advancement, acknowledgment, and rewards for achievements.

Key Points :

- All these career management practices (H1, H3) have a statistically significant impact on employee decision to continue working in the company.
- Employees who feel they have good opportunities for promotion, training, and succession planning (H1) are more likely to want to stay with the company.
- • Interestingly, there is a weak negative association between frequent career changes/evaluations (H2) and employee sentiment about whether to stay in the organization. It's possible that employees who primarily seek frequent career changes are less likely to see themselves staying long-term at one company. However, the positive aspect of H2 could be the focus on evaluation. Regular feedback and performance discussions can contribute to a sense of growth and development, even if it doesn't involve frequent job changes.
- Employees who feel appreciated and rewarded (H3) are more likely to want to stay with the company.
- Among the respondents, there were individuals provided answers to the open-ended questions. Their responses highlighted that recognition, rewards, and esteem are the most crucial factors for staying in the organization. Additionally, they emphasized the importance of career advancement through promotions and training opportunities.

Conclusion

Conclusion

The overall objective of the study is to investigate the influence of career management practices on the retention of competent employees at the SONATRACH. The study raised basic research problems and addressed the specific objectives. Consequently, based on descriptive and inferential statistical results and summary of major findings, the following conclusions were drawn. The study used deductive methods, adopted quantitative approaches and used both primary and secondary data sources. The findings underscore the critical role of well-structured career management programs in enhancing employee satisfaction and loyalty.

Career management encompasses a range of practices, including promotion opportunities, training programs, succession planning, career pathing opportunities, evaluation processes, and recognition and reward systems. Each of these components plays a unique role in shaping employees' perceptions of their career prospects within the organization.

Firstly, opportunities for promotion, comprehensive training programs, and effective succession planning are pivotal in fostering a positive work environment. Employees who perceive clear paths for advancement and skill development are more likely to feel valued and motivated. This sense of career progression instills a sense of loyalty, as employees are encouraged to envision a long-term future within the company. The alignment of individual career goals with organizational objectives creates a mutually beneficial relationship, promoting employees' retention.

Secondly, while career change opportunities and evaluation processes are essential for employee development, their impact on retention is nuanced. Exploring different career opportunities can sometimes lead to a sense of instability, potentially diminishing employees' desire to stay long-term. However, regular and constructive evaluations are crucial for continuous development, providing employees with the feedback necessary for growth and improvement. Balancing career change opportunities with stable and supportive evaluation mechanisms can contribute positively to employee retention.

Recognition and rewards emerge as another crucial factor in retaining competent employees. Employees who feel acknowledged and rewarded for their contributions are more likely to develop a strong attachment to the organization. Recognition not only boosts morale but also reinforces a culture of appreciation, where employees feel their efforts are noticed and valued. Implementing robust reward systems, whether through financial incentives, promotions, or public acknowledgment, significantly enhances employee loyalty and retention.

Conclusion

The findings of this study resonate with existing literature on career management and employee retention. They affirm that a strategic approach to career management, encompassing promotion, training, succession planning, evaluation, and recognition, and also competence retention strategies are integral to maintaining a motivated and committed workforce. By investing in these areas, organizations can cultivate an environment where employees feel supported in their career journeys, thereby enhancing overall retention rates.

In conclusion, effective career management practices are instrumental in fostering competent employee retention at SONATRACH. By providing clear career advancement opportunities, conducting regular evaluations, and implementing comprehensive recognition and reward systems, organizations can create a positive and supportive work environment. These practices not only enhance employee satisfaction and motivation but also ensure that employees are more likely to remain with the company for the long term. The insights from this research offer valuable guidance for organizations aiming to improve their retention strategies, emphasizing the importance of a holistic and well-rounded approach to career management.

Suggestions :

Based on the study's outcomes, it's suggested that SONATRACH focuses on enhancing employee retention through robust career management practices. Firstly, the company should prioritize the development of clear career paths, ensuring that employees understand their progression opportunities within the organization. Regular updates to career development plans, done in consultation with employees, can help align individual aspirations with organizational goals.

Investing in comprehensive training programs is crucial. SONATRACH should offer diverse learning opportunities tailored to different career stages, encouraging continuous skill development and engagement. Supporting external training and education initiatives can further enrich employees' professional growth.

Effective succession planning is essential for identifying and grooming future leaders. Establishing formal processes to recognize high-potential employees and providing them with targeted development programs and mentoring can ensure a seamless transition into leadership roles.

While offering career change opportunities, SONATRACH should also maintain stability within the workforce. Encouraging lateral moves and implementing structured evaluation processes that provide regular feedback and set clear performance expectations can help strike this balance.

Conclusion

Recognizing and rewarding employees for their contributions is vital. SONATRACH should foster a culture of regular and meaningful recognition, celebrating achievements through formal programs and public acknowledgment. Tailoring reward programs to meet employees' diverse needs, whether through financial incentives or non-monetary rewards, can further enhance motivation and retention.

Promoting a positive organizational culture is key. Open communication channels and policies supporting work-life balance can foster trust and job satisfaction among employees. Regularly monitoring and adapting career management practices based on employee feedback ensures continuous improvement and alignment with organizational objectives. Lastly, providing leadership development programs, such as mentorship, coaching, and specialized training, can nurture leadership talent within SONATRACH. By implementing these recommendations, SONATRACH can create an environment that fosters employee growth, satisfaction, and long-term retention, contributing to the organization's overall success.

Suggestions for Further Studies:

Further research can delve into additional factors impacting employee retention, including the effects of work vacancies on career advancement opportunities, generational perspectives on work among millennials as well as the influence of organizational culture, values, and leadership styles. Investigating the role of work-life integration strategies, employee well-being and mental health, diversity and inclusion initiatives, as well as the effectiveness of employee engagement programs and recognition initiatives, can provide valuable insights into enhancing retention.

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APPENDICES

APPENDIX A

QUESTIONNAIRE FOR SONATRACH

Dear participant,

We thank you for taking the time to participate in this research study on the role of career management in the retention of competent employees. Your valuable contributions are essential to furthering our understanding of this important topic.

In today's dynamic and competitive business environment, retaining skills and talent poses a major challenge for organizations seeking to maintain a competitive advantage. Effective career management practices have emerged as crucial tools in this endeavor, providing both direction for individuals' professional growth and organizational support for skills retention efforts.

The main objective of this questionnaire is to study the role of career management in skills retention, especially for executives, within organizations. By gathering your perceptions and experiences, we aim to uncover valuable insights into the effectiveness of various career management approaches and their impact on skills retention.

Your responses will be treated with the utmost confidentiality, and no personally identifiable information will be disclosed. Please read each question carefully and provide your responses based on your experiences and opinions. Your sincere feedback is greatly appreciated and contributes significantly to advancing knowledge in this field.

Thank you once again for your invaluable contribution.

Best regards,

Part I

Instructions: Please tick ✓ beside the responses that are applicable.

Veuillez cocher (✓) à côté des choix pertinents.

Personnel information / Informations personnelles

1. Age / Âge

- 25-35
- 36-45
- 46-55
- 56-65
- Over 65

2. Gender / Sexe :

- Homme / Male
- Femme / Female

3. Work Experience at the organization / Expérience de travail dans l'organisation

- 5-10years
- 10-15 years
- 15-20 years
- More than 20 years

4. Level of Education / Niveau d'éducation :

- High School Diploma / Diplôme d'études secondaires
- Bachelor's Degree / Licence
- Master's Degree /- Master
- Doctorate/Ph.D. /- Doctorat
- Other (please specify) - Autre (veuillez préciser):

5. Department/Division Département/Division

.....

Part II

Please rate your level of agreement with the following statements regarding your career development and management within the company: (Likert scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree)

Veuillez évaluer votre niveau d'accord avec les déclarations suivantes concernant votre développement de carrière et votre gestion au sein de l'entreprise : (Échelle de Likert de 1 à 5, où 1 correspond à fortement en désaccord et 5 à fortement en accord)

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Indicator /indicateur		Description English	SA Tout à fait d'accord 5	A D'accord 4	N Neutre 3	DA Pas d'accord 2	SDA Pas du tout d'accord 1
Promotion Mobility (Lateral Moves)	1	The company encourages opportunities for me to move to different departments with the same level of responsibility to broaden my skillset.					
Promotion Mobility (Upward Moves)	2	The company provides me with the training and development opportunities necessary to qualify for promotions within the organization.					
Training	3	The company provides me with training and development opportunities to advance my skills.					
Training	4	I feel the company invests in my development by providing access to relevant training programs.					
Performance Management	5	The performance objectives of employees are clearly defined and aligned with the organization's goals.					
succession planning	6	The organization actively identifies and develops future leaders and key talent.					
succession planning		Development programs are in place to support the career growth of promising employees.					
succession planning	7	Succession plans are integrated into the overall business strategy.					

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recognition and awards	8	There are specific recognition initiatives reserved for employees who achieve certain accomplishments, such as making a discovery, solving a significant problem, or conducting valuable research					
recognition and awards	9	The rewards offered are motivating enough for employees and managers					
Career Change Management	10	The organization actively fosters the exploration of new career opportunities among its employees.					
employee Monitoring and Evaluation	11	The performance monitoring tools and processes are effective in evaluating employee performance.					
	12	"The performance evaluations are used to inform decision-makers in potential management."					
Intention to Stay	13	To what extent do you feel satisfied with your current role and responsibilities?					
Intention to Stay	14	My satisfaction with the organization's career management practices influences my decision to remain employed in this organization					
Intention to Stay	15	I want to continue working in this company until I retire.					

Open ended questions

1. Could you elaborate on how the career management strategies, including training programs, implemented by the company have influenced your decision to stay and advance within the organization as a competent manager?

Pouvez-vous expliquer comment les pratiques de la gestion de carrière, y compris les programmes de formation, mis en place par l'entreprise ont influencé votre décision de rester et de progresser au sein de l'organisation en tant que manager compétent ?

.....
.....

2. How do you think regular skills assessments contribute to identifying and developing key competencies within your team?

Comment pensez-vous que les évaluations régulières des compétences contribuent à l'identification et au développement des compétences clés au sein de votre (M, Master's Thesis, 2012)équipe ?

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3. How could the succession planning process be strengthened to ensure the retention of highly skilled employees?

Comment le processus de planification de la relève pourrait-il être renforcé pour garantir la rétention des employés hautement compétents ?

.....
.....

4. How do you see career change management contribute to skill development and employee retention?

Comment pouvez-vous voir la gestion du changement de carrière contribuer au développement des compétences et à la rétention des employés ?

.....
.....

5. How could we improve the monitoring and evaluation process to better identify and develop employee skills?

Comment pourrions-nous améliorer le processus de suivi et d'évaluation pour mieux identifier et développer les compétences des employés ?

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.....
6.What factors influence your commitment to staying with the company, especially concerning the retention of competent employees?

Quels facteurs influencent votre engagement à rester dans l'entreprise, notamment en ce qui concerne la rétention des cadres compétents ?

.....
7.Quels sont les défis ou les obstacles que vous rencontrez dans votre travail actuel qui pourraient affecter votre désir de rester dans l'établissement ?

.....
.....

8.Avez-vous des suggestions ou des recommandations pour améliorer la rétention des compétences au sein de l'établissement ?

Appendix B

