

NATIONAL HIGHER SCHOOL OF MANAGEMENT KOLEA



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«Human Resources Management»

**Exploring The Role of Quality of Work
Life in Shaping the Employee Loyalty
Case Study: Social Affairs Direction -
SONATRACH**

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ABSTRACT

In today's rapidly changing work environment and evolving competition for attracting and retaining talents, quality of work life (QWL) has seen as a key strategic priority. This study aims to explore the role of QWL dimensions in shaping employee loyalty within the direction of social affairs-SONATRACH. Based on qualitative research using semi-structured interviews and direct observation with a sample of 8 employees from various job levels, Data were analyzed using Nvivo 11 software.

The findings demonstrated that QWL plays a significant and essential role in shaping and strengthen employee loyalty through crucial dimensions such as; training, compensation and recognition, social services, work-life balance, and the internal and external work environment within the direction of social affairs (DAS).

The study recommends a comprehensive loyalty strategy grounded in enhancing all dimensions of quality of work life in material, moral, and managerial way through targeted training, ethical leadership, digitalization, personalized services, and flexible work policies that collectively foster engagement, well-being, and the QWL within DAS.

Key Words: quality of work life (QWL), employee loyalty, quality of work life dimensions, direction of social affairs-SONATRACH, social services.

RÉSUMÉ

Face à l'évolution rapide du monde professionnel et ou la concurrence pour attirer et fidéliser les talents, la qualité de vie au travail (QVT) s'impose comme une priorité stratégique. Cette étude vise à explorer le rôle des dimensions de QVT dans la formation de la loyauté des employés au sein de la direction des affaires sociales-SONATRACH. Menée sur une approche qualitative par l'utilisation des entretiens semi-directifs et l'observation direct avec un échantillon composé de 8 employés occupant différents postes. Les données ont été traitées à l'aide du logiciel Nvivo 11.

Les résultats révèlent que la qualité de vie au travail joue un rôle fondamental dans le renforcement de la loyauté des employés, à travers des dimensions telles que la formation, les incitations financières et morales, les services sociaux, l'équilibre entre vie professionnelle et vie privée, ainsi que l'environnement de travail interne et externe au sein de la direction des affaires sociales.

L'étude recommande une stratégie globale de fidélisation fondée sur l'amélioration de toutes les dimensions de la QVT sur le plan matérielle, morale et managériale à travers des formations ciblées, un leadership éthique, la digitalisation, des services personnalisés et des politiques de travail flexibles favorisant ensemble l'engagement, le bien-être et la QVT au sein DAS.

Mots-Clés : qualité de vie au travail (QVT), loyauté des employés, les dimensions de la qualité de vie au travail, direction des affaires sociales-SONATRACH, les services sociaux.

الملخص

في ظل التغيرات السريعة لبيئة العمل واشتداد المنافسة على استقطاب الكفاءات والاحتفاظ بها وتعزيز ولائها، أصبحت جودة حياة العمل تمثل الاستراتيجية الأولى لتحقيق ذلك. تهدف هذه الدراسة الى استكشاف الدور الذي تلعبه أبعاد جودة حياة العمل في تشكيل وترسيخ ولاء الموظفين داخل مديرية الخدمات الاجتماعية سوناطراك. استندت الدراسة الى منهج نوعي باستخدام مقابلات شبه موجهة وملاحظة مباشرة لعينة مكونة من 8 موظفين من رتب وظيفية مختلفة. وتم تحليل المعطيات باستخدام برنامج Nvivo 11.

أظهرت النتائج أن جودة حياة العمل تعد عاملاً محورياً في بناء ولاء الموظفين من خلال أبعاد أساسية مثل: التدريب والتكوين، الحوافز المادية والمعنوية، الخدمات الاجتماعية، التوازن بين الحياة المهنية والشخصية، بالإضافة الى بيئة العمل الداخلية والخارجية لمديرية الخدمات الاجتماعية.

توصي الدراسة بوضع استراتيجية شاملة للولاء تقوم على تعزيز جميع أبعاد جودة حياة العمل المادية والمعنوية والإدارية وذلك من خلال التدريب الموجه، القيادة الأخلاقية، الرقمنة، الخدمات المخصصة، وسياسات العمل المرنة التي تعزز مجتمعة المشاركة، الرفاهية، وجودة حياة العمل داخل مديرية الخدمات الاجتماعية.

الكلمات المفتاحية: جودة حياة العمل، ولاء الموظفين، أبعاد جودة حياة العمل، مديرية الخدمات الاجتماعية سوناطراك، الخدمات الاجتماعية.

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❖ In the name of Allah, the Most Gracious, the Most Merciful ❖

All praise is due to Allah, Lord of the Worlds, who through His grace, guidance, and mercy enabled us to strive, succeed, and excel.

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To **the one under whose feet Paradise lies** my support, my comfort, my refuge, and my first teacher; the source of my energy, whose prayers made hardships bearable and life easier **my beloved mother**.

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Today, I have completed and fulfilled the first fruits of this effort by His grace, then through my effort and yours. For whoever says “I can do it” will achieve it. And I can do it, and even if it resisted, I pursued it until I succeeded.

(وَأَخِرُ دَعْوَاهُمْ أَنْ الْحَمْدُ لِلَّهِ رَبِّ الْعَالَمِينَ)

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LIST OF ABBREVIATIONS AND ACRONYMS

QWL : Quality of Work Life

QVT : Qualité De Vie Au Travail

DAS : Direction Affaires Sociales-SONATRACH

DG : Direction Générale

DRH : Direction Des Ressources Humaines

HR : Human Resources

HSE : Health, Safety, And Environment

UGTA : Union Générale Des Travailleurs Algériens

CMS : Centre Médico Sociaux

ENT : Ear, Nose and Throat

RSE : Responsabilité Sociale Des Entreprises

GENERAL INTRODUCTION

GENERAL INTRODUCTION

In today's fast-changing organizational land space, the concept of quality of work life (QWL) has gained increasing global recognition as a key factor in improving organizational performance and enhancing employee well-being, motivation, and loyalty.

Across diverse sectors, QWL is no longer viewed as a peripheral concern but rather as a strategic priority within human resources management. number of researchers emphasize the crucial role of QWL in building an institutional culture based on trust and belonging. Institutions that pay attention to both financial and non-material aspects of work, such as work-life balance, social support, and moral recognition, are more capable of attracting and retaining talents, and their organizational flexibility is stronger in facing crises and environmental changes (Guest, 2002; SIRGY, EFRATY, SIEGEL, & LEE, 2001).

Through effective practices in human resources management, particularly in continuous training, incentive systems, and social services, organizations can elevate the level of quality of work life and stimulate organizational loyalty among employees, which creates a positive dynamic within the work environment and enhances overall performance levels and its sustainability (Secapramana & Eko , 2017).

At the local level, particularly in Algeria, QWL is emerging as a critical issue amidst broader social and economic transformation. While global frameworks and practices offer valuable insights, many Algerian institutions especially in the public sector have yet to fully embrace QWL as a strategic tool for enhancing employee engagement and institutional performance.

In large organizations such as the direction of social affairs-sonatrach, where human capital is a cornerstone of operational success, improving QWL is essential for maintaining workforce stability, fostering motivation, and ensuring long-term organizational resilience.

1. Problematic Statement

This research stems from the increasing challenges faced by Algerian public institutions in fostering the QWL and employee commitment amid economic and organizational transformations. It was observed that certain structural issues, inconsistencies in HR policies, and limited support services have weakened the overall sense of loyalty and motivation. This situation raises the main research question:

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How Does the Quality of Work Life Play a Role in Shaping Organizational Loyalty Among Employees of the Direction of Social Affairs-SONATRACH?

To answer the central question, the study addresses the following sub-questions:

- **Sub-Question 1:** how does training and development programs within direction of social affairs effect employee development and sense of loyalty?
- **Sub-Question 2:** in what way do compensations and recognition contribute to employee's commitment to the direction of social affairs?
- **Sub-Question 3:** what role do social services provided by direction of social affairs and work-life balance plays in enhancing employee well-being and loyalty?
- **Sub-Question 4:** how do aspects of the work environment such as; work related stress, teamwork, work relationship, communication, health and safety, and availability of necessary material resources, effect employee commitment and loyalty within direction of social affairs?

2. Research Aim and Local Context

Recognizing the global importance of QWL, this study seeks to investigate its role in a specific and underexplored context: the direction of social affairs-sonatrach, Algeria's national oil company. As a strategic and service-oriented institution, QWL at this direction is a determining factor in ensuring human resources stability, loyalty, and sustainable performance.

The central objective is to explore how different dimensions of QWL such as training, financial and non-financial reward, social services, and work-life balance, contribute to strengthening job loyalty among the employees of the direction of social affairs so it can be improved though developing strategies in the near future.

3. Research Importance

The significant importance of this study stems from providing a clear understanding of the driving factors of job loyalty in an environment witnessing rapid organizational and economic changes. By shedding light on the dimensions of quality of work life, also the study seeks to provide practical recommendations to decision-makers and managers in human resources management to evaluate and improve the work environment, quality of

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work life, tangible and intangible motivations, career development opportunities, the capability of a work-life balance, and the usefulness of social services within the direction of social affairs, all to ensure the continuity of competencies and efficient performance and sustainable loyalty.

4. Rational for Topic Selection

The choice of this topic “exploring the role of quality of work life in shaping the employee loyalty”, were chosen duo to both institutional needs and academic relevance. the growing relevance in today’s dynamic and competitive organizational environments in an era marked by rapid economic and organizational changes, institutions face increasing challenges in retaining talented employees and maintain high level of motivation and performance. This is particularly evident in strategic and service-oriented institutions such as the direction of social affairs-sonatrach, where human capital is considered a cornerstone for achieving institutional sustainability.

Furthermore, despite the global interest in QWL and its effect on employee behavior, there is still rarity of context-specific research in Algerian public institutions, especially within the social services sector. By focusing on this theme, the study aims to fill a critical gap in the literature related to QWL and employee loyalty by linking it to the Algerian context and to a strategic institution such as the direction of social affairs, which opens new horizons for research in this field, while also providing practical insights that can guide HR practices and policies. The topic also resonates with the researcher’s academic and professional interests in organizational behavior, human resources, and employee well-being.

5. Methodological Orientation

To achieve its objective, the study relies on a qualitative approach, through semi-structured interviews and field observations aimed at understanding the perceptions and experience of employees within the direction of social affairs. This methodology allows for understanding the precise and complex contexts that influence the relationship between the dimensions of quality of work life and employee loyalty.

6. Structure of The Study

This work is organized into three main chapters:

CHAPTER 1: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This chapter contain two sections, the first one provides an overview of key theories and previous studies related to both quality of work life and employee loyalty, followed by definitions, emergence, types, and strategies related to the two main concepts in the second one.

CHAPTER 2: METHODOLOGICAL FRAMEWORK AND ORGANIZATIONAL CONTEXT

This chapter also included two sections, first one outlines the epistemological stance and the mode of reasoning. It also described the research methodology, the methods of data collection, and analysis tools that it used. Second one provides an overview about the direction of social affairs, its organigram and tasks, and the reality of quality of work life within it.

CHAPTER 3: RESULTS AND DISCUSSION

This chapter contains two sections as well, the first includes the analysis and interpretation of qualitative data gathered from interviews and observations. the second discuss the results in light of the research objectives and existing literature, outlines the main contributions of the study and it limits, answers the research sub-questions, and offering recommendations for practice.

**CHAPTER 01: LITERATURE REVIEW
AND CONCEPTUAL FRAMEWORK**

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

In this first chapter, the theoretical foundation for the study about the related key variables: QWL and Employee Loyalty will be explored. Where a clearer and more complete understanding of these connected concepts is aimed for developing.

In the first section, the most common and widely used and accepted theories regarding QWL and employee loyalty will be presented, and previous studies that explained the interrelationship between these variables will be included. In the second section, the definitions of both variables is shown, their historical development and distinctions from similar or often-confused terms, their importance, QWL dimensions and key actors of loyalty is also mentioned, the ways to measure both, the influencing factors, and strategies or ways of improvement will be proposed.

By sitting this theoretical foundation, a strong basis for the following chapters are created, where the relationship between quality of work life and employee loyalty will be further analyzed.

SECTION 01: Literature Review

In this section, a general review of the main existing theories that describe quality of work life and employee loyalty will be presented, along with studies that had examined these ideas in different organizational settings.

Through the review of previous research, an analysis will be seen of how different aspects of QWL can create and influence changes in employee loyalty. key organizational actions that support both variables were also identified. A better understanding of this connection is seen as essential for organizations that seek to keep their employees and raise their overall motivation.

I. Theories of Quality of Work Life

Since the concept of quality of work life (QWL) has been found to strongly effect employee well-being, satisfaction, motivation, and productivity, it has been widely explored by many scholars. As a result, different theoretical models have been developed and still developing, which have been used to analyze factors such as the work environment and organizational rules, and to guide companies in building a better and more attractive workplace for

employees. By understanding these theories and models, useful insights can be gained into how QWL is viewed as a broad concept and how it plays a role in our study.

1. Maslow's Hierarchy of Needs (Abraham Harold Maslow, 1943-1954)

In Maslow's hierarchy of needs, human needs arranged in the form of a pyramid, with physiological needs placed at the base and self-actualization needs at the top. It has been suggested by Maslow that basic survival needs must be met before individuals can progress to higher-level needs. Moreover, it has been noted that the need positioned higher in the pyramid are often harder to meet, due to interpersonal and environmental challenges, the needs based on Maslow are:

- **Physiological Needs:** these include basic survival needs such as food, water, clothing, rest, sleep, and shelter.
- **Safety Needs:** protection from threats, danger, illness, financial instability, freedom, and stability.
- **Love and Belonging Needs:** these involve relationships with others, friendship, family ties, trust, affection, acceptance, and care.
- **Esteem Needs:** needs related to self-worth, independence, respect, honor, achievement, and recognition from others.
- **Self-Actualization Needs:** this level involves peak experiences, personal growth, self-fulfillment, and achieving of one's potential. (McLeod, 2025)

It is evident that Maslow's theory shows that improving QWL means meeting both basic and psychological needs, which helps build stronger employee loyalty and motivation.

Figure 1: Maslow Needs Pyramid



Source: (McLeod, 2025)

2. Eight Dimensions of Quality of Work Life (Richard E. Walton, 1973)

Significant contributions to Quality of Work Life (QWL) studies have been made by Richard Walton. His well-known model includes eight key dimensions of QWL:

- **Safety and Health in Working Conditions:** this refers to the work environment, such as noise levels, health check-ups, temperature, safety measures, cleanliness, and other workplace conditions.
- **Work and Total Living Space:** this covers how work affects personal life and the balance between work and private time.
- **Constitutionalism in the Organization of Work:** this focuses on the fair and equal treatment of employees, ensuring that discrimination, unfairness, or favoritism are not present in the workplace.
- **Fair and Adequate Compensation:** this deals with how satisfied employees feel about their salaries and rewards compared to their activeness and efforts in the organization.
- **Career Opportunities and Job Security:** this involves promotions, career progress and improvement, and the organization's support for employee development through education and training.
- **Opportunity to Use and Develop Human Capabilities:** this checks how much employee are involved in decision-making, if they have access to needed knowledge, and how their skills are improved.
- **Social Relevance of Work Life:** this reflects how employees feel regarding engagement and belonging to the organization.
- **Social Integration in the Organization:** this measures how much employee opinions are respected in teamwork and their feeling of inclusion in the work setting. (sabonete, lopes, rosado, & dos reis, 2021)

It is evident that, Walton's model offers a practical and comprehensive framework to improve QWL, as it not only focuses on physical and environmental aspects but also includes social and psychological dimensions that influence employee's sense of belonging and satisfaction.

3. Job Characteristics Model (Hackman and Oldham, 1974)

J. Richard Hackman and Greg R. Oldham, developed the Job Characteristics Model (JCM) to explain how five main job characteristics are believed to influence employee performance, motivation, and job satisfaction. These characteristics are described as follows:

- **Skill Variety:** the use of different skills and abilities in a specific job, when more variety is requested, the job is usually more seen as more interesting and rewarding by the employee.
- **Task Identity:** the degree to which an employee completes a whole task from start to finish by itself. A strong sense of task identity is said to add more meaning and responsibility to the job.
- **Task Significance:** the impact of a job on worker's life, whether inside or outside the organization. When Jobs with task significance is high, that makes employees feel their work is meaningful and valuable, and respected.
- **Autonomy:** the freedom level of independence and control employees have in doing their work is measured. greater autonomy means enhancing responsibility, job satisfaction, and motivation.
- **Feedback:** the clarity of received information by employee about their job performance is evaluated. Regular feedback helps employees improve their work and understand their effectiveness and how well they are doing.

According to the model, these **5** characteristics lead to **3** important psychological states, which are directly affect the employee satisfaction, motivation, and performance:

- **Experienced Meaningfulness:** When work is felt like meaningful and valuable, motivation and satisfaction are usually increased. This is influenced by skill variety, task identity, and task significance.
- **Experienced Responsibility:** a strong sense of responsibility for the job tends to motivate employees to give the best to improve their results. This is Influenced by autonomy.
- **Knowledge of Results:** when employees are aware of their performance, effectiveness, and results, tend to maintain or improve their effectiveness. Influenced by feedback. (Ali, et al., 2014).

It is clear that, the job characteristic model offers a clear and practical understanding of how work design can influence QWL. When employees feel that their jobs are meaningful, have

autonomy, and receive feedbacks about it, their motivation to work it and loyalty toward it will definitely grow.

4. Four Key Indicators of Quality of Work Life (Nadler and Lawler, 1983)

The researchers David Nadler and Edward Lawler, did generated a widely recognized model that identifies four main indicators of QWL:

- **Participation:** described as the involvement of employees in decision-making processes that are related to their work and psychological well-being.
- **Trust:** defined as the development of strong, transparent, and pure relationships of trust between top management and employees, where open communication and fairness are encouraged.
- **Reinforcement:** seen as the establishment of a fair reward system that are based on employee contributions, efforts, and performance.
- **Responsiveness:** considered the building of a positive, supportive, and suitable work place that meets employee needs and raises job satisfaction. (Alqarni, 2016).

It is clear that, Nadler and Lawler model offers a practical approach to improving QWL by emphasizing essential elements like participation, trust, and fair rewards. These factors directly affect how employees feel and perform.

5. Need Satisfaction and Spillover Theory (M. Joseph Sirgy and Others, 2001)

This theory links working conditions to the overall QWL, assessing how effectively the work environment fulfills employees needs through organizational support programs, job design, and supervisor behavior. It identifies seven essential needs:

- **Health and Safety Needs:** Protection from physical harm and health risks at work or outside it.
- **Economic and Family Needs:** fair compensation, job security, and enough time for family and personal life responsibilities.
- **Social Needs:** supportive social interactions and communication in work and beyond it.
- **Esteem Needs:** recognition, appreciation, and respect within and outside the organization.
- **Actualization Needs:** opportunities for personal and professional growth, ability to reach one's full potential.

- **Knowledge Needs:** access for learning, continues improving, and skill development.
- **Aesthetic Needs:** Encouragement of creativity at work and personal freedom to express new ideas.

$$QWL = NShs + NSeF + NSs + NSe + NSa + NSk + NSas$$

According to the model, when these needs are met, employees are more likely to experience job satisfaction, a healthy work life balance, and overall well-being. (SIRGY, EFRATY, SIEGEL, & LEE, 2001).

This allow us to state that this model is comprehensive and deeply relevant. It goes beyond basic job factors to include emotional, social needs, which I believe these aspects are often overlooked in organizational settings. And by meeting it, employee well-being surely will go to different level.

II. Theories of Employee Loyalty

The concept of employee loyalty has been widely studied due to its influence on organizational commitment, engagement, and overall performance. several theoretical models have been explored contributing factors such as organizational culture, leadership styles, and employee involvement, these frameworks assist companies in cultivating a more dedicated and motivated workforce. Understanding these models provides essential insights into boosting employee loyalty and highlights its relevance within the context of our study.

1. Two-Factor Theory (Frederick Irving Herzberg, 1959)

This theory explains motivation and employee retention by categorizing the factors influencing job satisfaction into two main groups:

- **Satisfaction Factors (Motivators):** These contribute to job satisfaction when present but do not necessarily cause their dissatisfaction when it absents. They include Achievement, Recognition, Responsibility, Promotion opportunities, and the nature of work itself.
- **Dissatisfaction Factors (Hygiene Factors):** These do not generate satisfaction but are essential for preventing dissatisfaction. Their absence leads to job dissatisfaction. include: Job security, Safety and health measures, maintenance and workplace conditions. (Abdulhamidova, 2021)

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According to this theory, organizations should focus on improving motivators while minimizing dissatisfaction factors in order to enhance employee loyalty, never avoiding dissatisfactions, which will build loyalty among employee.

2. Organizational Justice Theory (Jerald Greenberg, 1987)

This theory defines organizational justice as employee's perception of fairness within the institution. When employees perceive decisions and interactions as fair, their loyalty and trust in the organization tend to increase. According to Greenberg, organizational justice comprises three main dimensions:

- **Distributive Justice:** refers to the fair allocation of financial and moral resources, such as salaries, bonuses, and recognition. Rewards should correspond to employee's efforts.
- **Procedural Justice:** Focuses on the fairness of the procedures used in managerial decision-making, including promotions, disciplinary actions, and compensation. These procedures must be transparent and neutral.
- **Interactional Justice:** Relates to the quality of treatment between managers and employees. It includes: Interpersonal Justice: Emphasizes respectful and dignified respect and recognition.
- **Informational Justice:** involves the provision of a clear, sufficient and transparent information regarding decisions. (Yean & Yusof, 2016).

This theory offers a strong framework for understanding how fairness impacts employee attitudes and loyalty. I believe that when employees feel respected, informed, and fairly treated, they become more engaged.

3. Psychological Contract Theory (Denise Rousseau, 1989-1995)

The theory is based on the unwritten expectations between employees and the organization. It is not a formal contract but rather an implicit agreement where employees expect job security, recognition, growth opportunities, and respect in return for their efforts.

The psychological contract tends to grow stronger as employees progress in their careers and spend a longer time in the organization. However, when the organization fails to fulfill its promises, that can lead to disappointment, reduce effort, and even turnover. (Rousseau, 1989).

This theory appears to be very highly relevant, because it highlights the emotional and psychological connection between the employee and the organization. When expectations are respected, loyalty grows, when it's not, trust and motivation quickly falls.

4. Organizational Commitment Theory (Meyer and Allen, 1991)

Organizational commitment has been divided into three main components in Meyer and Allen famous organizational commitment theory:

- **Affective Commitment** is developed when positive experiences are had by employees within the organization. this type of commitment maintained because their work and environment are genuinely loved.
- **Continuance Commitment** is arisen when it is believed by employee that leaving the organization would result in the loss of valuable skills, benefits, and facing financial or professional costs. Employees remain because they feel they need to.
- **Normative Commitment** is driven by personal values, ethics, and a feel of obligation toward the organization. Employees remain because they feel they should. (P.Mayer, J.Allen, & A.Smith, 1993).

The theory addressed offers a comprehensive understanding of why employees stay committed to the organization. the distinction between emotional attachment, dealing with leaving costs, and moral obligations were very insightful, this highlighted that loyalty isn't always about passion. however, it can be related to duty and necessity too.

Figure 2: Organizational Commitment Scheme By Meyer And Allen



Source: (Meyer, J.Allen, & A.Smith, 1993)

5. Social Exchange Theory (Linda Molm and Others, 1994-2010)

This theory is explained from the perspective of mutual benefit in social relationships. It is suggested that social decisions, such as staying in an organization, are made based on a comparison between rewards and costs. When the costs are considered greater than rewards, the relationship likely to be weak or ended. There are three types of Social Exchange According to this theory:

- **Reciprocal Exchange:** a benefit is given without a clear agreement on return. A high level of trust is required It requires between parties.
- **Negotiated Exchange:** terms of the exchange are agreed upon in advance. This type is often used when trust is low or situations are unstable.
- **Generalized Exchange:** a benefit is given to a person without expecting a direct return, but with the expectation that society as a whole will give something back over time. (COOK & RICE, 2003, pp. 53-55).

This demonstrate that the theory gives a realistic view of how people manage relationships, especially in workplace. Not all exchanges are immediate or direct some are built on trust or social responsibility. It is evident that this theory helps in understanding how people interact, which help us in teamwork or behavioral analysis.

III. Internal Studies

Since the concept of quality of work life (QWL) was introduced, it has been strongly linked to employee loyalty as a key element in encouraging commitment and engagement. This relationship has continued to be explored in many recent studies, highlighting the influence of QWL on employee's commitment and loyalty to their organizations. Several important studies have been conducted on this subject:

1. Study: “The Effect of Quality of Work Life and Motivation On Employee Engagement with Job Satisfaction as an Intervening Variable”

A study was conducted by (Fatmasari, Musadieq, & Afrianty, 2018). aimed to examine the effect of quality of work life (QWL) and motivation on employee engagement, using job satisfaction as a linking variable. a quantitative approach was applied, and data were collected from 74 lecturers at Merdeka University in Malang. The data were analyzed using path analysis, and QWL indicators developed by lee and colleagues were used, these

indicators included Health and safety needs, Self-actualization and esteem needs, Social and knowledge needs, and economic needs.

The results showed that both QWL and motivation had a positive effect on job satisfaction, which then increased employee engagement. It was found that employees who are satisfied are more motivated and loyal, wish lead to better engagement and minimize turnover rates. (Fatmasari, Musadieq, & Afrianty, 2018)

In brief, this study focused on how QWL and motivation influence employee engagement, it emphasized engagement through the path of job satisfaction. Which is a common point with our current study.

2. Study: “The Contribution of Motivation to Achieving Organizational Commitment in Healthcare Institutions: Case Study of Ziouchi Mohamed Tolga Hospital, Biskra”

A study was conducted by (بريكة و هيشير، 2018), to explore the impact of financial and moral incentives on the three types of organizational commitment: affective, continuance, and normative among administrative employees at ziouchi Mohamed tolga hospital.

Data were gathered using a questionnaire distributed to 40 employees, and the results were analyzed through SPSS. It was found that financial incentives such as bonuses, and moral incentives such as recognition and thanking, had a positive effect on continuance and normative commitment, but no significant influence was observed on affective commitment. The researchers recommended that incentives must be improved to strengthen overall organizational commitment. (بريكة و هيشير، 2018).

In brief, this study focused on financial and non-financial rewards and their effects on commitment, and this is a common point since our study addressed these factors as a vital QWL dimension that has an impact on loyalty.

3. Study: “Effects of Work-Life Balance On Employee Loyalty in Private Commercial Banks of Bangladesh”

A study was carried out by (Kabir & Rahman , 2019) to investigate the link between work-life balance and employee loyalty in private commercial banks in Bangladesh. out of 39 banks, 10 were selected randomly, and 100 employees were surveyed using convenience sampling due to time limits. Data were collected in a structured way and analyzed using the Kaiser-Meyer-Olkin (KMO) test.

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Several factors were identified as having a direct effect on both work-life balance and employee loyalty, such as working hours, holidays, health programs, work pressure, work distribution, and job satisfaction. It was emphasized that employees with flexible schedules were more likely to feel loyal to their organization, which help reduce employee turnover. At the end, it was found that employee loyalty is strongly based on the ability to balance between work and personal life. (Kabir & Rahman , 2019).

This study focused on work-life balance as a key driver of loyalty, which is on a strong common point with our study since we addressed this factor as an important QWL dimension.

4. Study: “Role of Quality of Work Life in Determining Employee Engagement and Organizational Commitment in Telecom Industry”

A study conducted by (Sahni, 2019) explored the relationship between quality of work life (QWL), employee engagement, and organizational commitment within the telecom sector in Saudi Arabia. Using a random sample of 312 full-time employees, data were gathered through structured questionnaires and analyzed via descriptive statistics and Structural Equation Modeling (SEM).

The finding revealed that social relationships and job satisfaction had the most significant impact on employee engagement, while career development opportunities and work life balance were key drivers of organizational commitment. The study concluded that QWL serves as a strategic tool to reduce employee turnover and strengthen commitment within organizations (Sahni, 2019).

This study has added how essential it is for organizations to invest in both personal and professional aspects of its own employee. The strong link between social relationship, engagement, and commitment reinforces the importance of a supportive and balanced work environment in promoting loyalty, all these factors are addressed in our study as QWL dimensions.

5. Study: “Quality of Work Life and Work-Life Balance”

This study was conducted by (Bhende, Nandakumar, Varsha, & Reddy, 2020), aimed to determine the impact of quality of work life (QWL) on work-life balance. It examined a sample of 89 managers from public and private banks in India, selected through convenience sampling. Data were treated using Principal Component Analysis (PCA) and Multiple Regression Analysis.

The results revealed that a poor quality of work life increases employee stress and decreases their motivation, negatively affecting their personal lives, mental and physical health, and job satisfaction. Moreover, it was observed that low QWL contributes to greater work-family conflict, as employees struggle to meet both family and personal needs with work obligations.

The study concluded that enhancing QWL has a direct strong positive effect on work life balance and an indirect impact on the organization's success. (Bhende, Nandakumar, Varsha, & Reddy, 2020).

This study highlighted the critical role of QWL in maintaining healthy balance between personal and professional life by minimizing the stress and motivating employees for better performance results, which is a common point with our study.

6. Study: “Contribution to The Evaluation of Quality of Work Life: Case Study: Danone”

A study conducted by (Abdi, Chaib, & Verzea, 2021), aimed to explore the relationship between quality of work life (QWL) and organizational performance. It was based on qualitative interviews with 20 employees from different managerial hierarchies within Danone Company-Algeria.

The study identified seven key factors that had an effect on QWL: salaries, professional development and training, working hours, relationship with colleagues and teamwork, availability of resources and equipment, participation in decision making, and the overall work environment. The findings revealed that improvements in these factors will enhance QWL, which in turn contributes positively to economic performance and bolsters the company's market reputation (Abdi, Chaib, & Verzea, 2021).

We found that this study aligns closely with the dimensions examined in our study, particularly training and development, work environment, moral and financial rewards which are the component of a good QWL once they exist.

7. Study: “The Internal Work Environment and Its Impact On Organizational Loyalty of Employees: A Field Study at Sonelgaz Laghouat”

A study by (2021، خالد), explored the effect of physical and moral aspects of the internal work environment on the organizational commitment of employees at Sonelgaz Laghouat.

By adopting descriptive-analytical approach, data were collected from a sample of 124 employees through questionnaires and analyzed with SPSS. The findings showed that both physical conditions such as salaries, bonuses, and incentives, and moral factors such as good relationships, decision-making participation, and managerial support positively influence organizational commitment also impact commitment, while it absent negatively affect it.

The study recommended improving compensation systems and promoting a culture of recognition and appreciation, and workplace interaction (2021، خالد).

This study did highlight the critical role of both tangible and intangible workplace conditions in enhancing employee commitment, aligning point with our study.

8. Study: “Quality of Work Life Factors and Its Effect On Organizational Commitment of Workers in Da Nang City, Viet Nam”

A study was conducted by (Tam, Phan, Tran, & Nguyen, 2024), to analyze the impact of various factors on quality of work life (QWL) and organizational commitment in industrial enterprises in Ba Nang City, Vietnam. Data were collected from 400 employees using seven-point Likert scale questionnaires, then analyzed through structural equation modeling (SEM) using Smart PLS-4.

Key findings demonstrated four main factors influencing QWL: work environment, job security and stability, financial rewards and wages, and work-life balance. It was confirmed that QWL serves as a mediator between these factors and employee commitment, and improving these factors lead to an enhanced QWL, consequently, higher commitment. The study also recommended improving less impactful factors in their case, like development opportunities and participation, to strengthen employee’s connection to their jobs. (Tam, Phan, Tran, & Nguyen, 2024)

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In brief, this study has a common point with ours concerning the factors that influence QWL, but there's different in classifying these factors for example training is a main in our study but a less impactful one in their study.

9. Study: “The Effect of Quality of Work Life On Employee Loyalty at PTX Magelang City, Indonesia”

A study was carried out by (Yunanto & Wijono, 2024), to determine the effect of quality of work life (QWL) on employee loyalty in pt.x Magelang City, Indonesia.

Data were collected from 40 employees using a saturated sampling method, and analyzed with SPSS software. The study focused on the famous model: the eight dimensions of QWL based on Walton. The results showed that QWL has a strong positive influence on employee loyalty, recommending that employees who enjoy a high quality of work life are more motivated and loyal to their organization. (Yunanto & Wijono, 2024).

In similarity with our research, this study directly and generally linked the QWL with employee loyalty, however Walton model was used due to is widely recognized and usefulness, our study not only uses Walton's model dimension but also others that we found it present in the direction of social affairs such as social service (childcare, healthcare, sports and recreation).

- ✓ While previous studies have explored the relationship between QWL and various employee outcomes such as engagement, satisfaction, and commitment, many have done so by focusing on isolated QWL dimensions or by relying solely on established models like Walton's. a noticeable gap remains in integrating both conventional and context-specific QWL dimensions in underexplored environments such as Algeria's public energy sector. This study contributes to filling that gap by examining a broader set of QWL dimensions including social services unique to the direction of social affairs-sonatrach and analyzing their influence on employee loyalty through a localized and comprehensive approach.

SECTION 2: Conceptual Framework

In this section, the theoretical framework of our research will be established by analyzing previous studies to clarify main concepts. First, the notion of quality of work life (QWL) will be explored by tracing its historical development, defining the term, and examining its main dimensions, including work-life balance, compensation, physical and mental well-being, training and career development. Also the implementation of QWL initiatives will be discussed, along with its importance, and the challenges it may face. After that, so is the concept of employee loyalty will be introduced.

I. The Quality of Work Life

1. The Emergence and Evolution of Quality of Work Life

1.1. Early Beginnings

The origins of interest in quality of work life (QWL) can be traced to the early **20 centuries** when efforts were made by forward-thinking companies to provide a more comfortable and motivating work environment. Before that, under Taylorism, the psychological aspects of work were mostly neglected and ignored. However, studies such as the Hawthorne Experiment conducted by Elton Mayo (**1928–1932**) revealed important facts that psychological, social factors, and work conditions strongly influence employee productivity and satisfaction. These results laid the foundation for the later development of QWL concepts. (Magu, 2024)

1.2. Growth and Transformation

During the **1960s**, the importance of QWL began to be more widely recognized. A growing number of research and studies efforts were conducted to highlight the strong link between quality of work life, employee satisfaction, and productivity. The labor rights movement and actions to improve working conditions were also considered major pushers for better work benefits and environments all for employees. The term “Quality of Work Life” was officially introduced in **1972** at the International Labor Relations Conference held in New York, where the International Council for QWL was founded to promote research in this field. (حمدي، 2024)

1.3. The Modern Era

In the **21 century**, With the rise of technology, digital tools, and growing awareness of employee rights have encouraged companies to improve the work environment in order to attract and retain top talented employees. Today, workplaces are carefully chosen by employees based on what support their well-being, happiness, and professional needs. New trends such as work-life balance, remote work, and mental health programs have introduced, reshaping the modern work culture and updating the concept of QWL.)fastercapital(2025 ‘

2. Definitions of Quality of Work Life

The concept of Quality of Work Life (QWL) has not yet been defined in a universally agreed manner, as it encompasses a wide range of workplace factors and initiatives. It is often described in various ways depends on the researchers aims and view, highlighting its multidimensional nature. Generally, QWL involves aspects such as the physical and psychological work environment, reward and compensation systems, teamwork dynamics, development opportunities, work relationships, supervision quality, and job safety and security.

Various definitions have been proposed by scholars:

Jad Al-Rabb stated that QWL should be viewed as a continuous and integrated process through which improvements are made to various aspects that influence both employees professional and personal lives, thereby contributing to organizational goals.

Hayrol and others defined QWL as the sum of all workplace relationships, organizational policies, managerial styles, organizational support, work-life balance, job security, and overall job satisfaction. (طرد بضياف و د. بن حمزة، 2023)

Swamy and others emphasized QWL as the human resources management HRM collective efforts and practices that aim of creation of a supportive work environment, ensuring well-being, and meeting both material and psychological employee needs through fair compensations, job security, health and safety measures, career growth opportunities, and equitable reward systems.(صبرين، 2023)

Based on these perspectives, QWL can be understood as an essential framework that enhances employee satisfaction, fosters motivation, and strengthens organizational commitment, ultimately leading to higher productivity and reduced turnover.

How we personally see quality of work life (QWL), that is the “immune system” of the organization, as it contributes to enhancing its internal stability and its resistance to external pressure. It is not just limited to provide comfortable working conditions, but extends to include comprehensive practices that enhance employee well-being and their psychological and professional balance, which is reflected in overall performance and organizational loyalty. just as the immune system represents an integrated network that protects the body. QWL is embodied in an interconnected system of lots organizational factors, such as training, compensations, and the social and professional environment, which ensure the continuity of giving, performing, and professional satisfaction.

3. Related Concepts to Quality of Work Life

After defining Quality of Work Life (QWL), other related concepts that are often confused with it must be highlighted. These concepts are closely interconnected and share some commonness.

- **Well-Being:** has been defined by CLIP as a state characterized by positive feelings linked to personal growth, comfort, and job satisfaction. Similarly, Dehkal sees well-being as encompassing prosperity, health, and happiness. It is typically measured by using indicators such as average income, poverty rates, and other measures that help determine individuals happiness, quality of work life, and satisfaction.(2023، تازي) .
- **Job Satisfaction:** has been described by Merriam-Webster’s Dictionary as the feeling experienced by someone when their desires or expectations are fulfilled. Locke defines job satisfaction as a pleasurable or positive emotional state resulting from evaluating one’s job or job experiences. Newstrom consider it as a mix of favorable or unfavorable feelings and emotions which employees perceive with their work. (Baxi & Atre, 2024)
- **Motivation:** defined by Ukaejiofo as the activation of various drives, desires, needs, and other forces to achieve a specific goal. Other definition by Emeka, Amaka, and Ejim said it as a force that strengthens, influences, and directs behaviors while maintaining work momentum. (Olateju, Olateju, Adeoye, & Ilyas, 2022)
- **Work Environment:** The work environment has been understood as a combination of internal and external factors that influence employee’s performance within an institution. It includes elements such as: Wages and incentives, organizational structure, Work climate and culture, leadership styles, Policies and procedures,

Interpersonal relationships. The work environment plays a vital role in shaping employee's commitment, job satisfaction, and productivity. It also significantly affect their behavior and attitude toward their work and the organization (خالد، 2021).

- **Work-Life Balance:** has been defined as the ability of individuals to manage equilibrium between work needs and personal or family responsibilities and needs, ensuring that neither aspect negatively impacts the other. This balance is affected by factors including: Working hours, Social support, vacations, Break periods and job demands. Maintaining a good work-life balance helps employees reduce stress, increase job satisfaction, and improve overall well-being. (Bhende, Nandakumar, Varsha, & Reddy, 2020)

4. Importance of Quality of Work Life

The implementation of QWL within the organizations has been associated with numerous organizational and employee-related benefits. Mentioning some:

- Organizational performance and long-term success will be enhanced.
- Job stability, productivity, and employee commitment surely improved.
- A positive work environment will be created and workplace interpersonal relationships absolutely strengthen.
- Conflicts, absenteeism, and employee turnover will be reduced.
- Talented employees are attracted and retained in the organization.
- Workplace accidents are minimized by improving work conditions as safety.
- Job satisfaction, motivation, and loyalty increased.
- Continuous learning and innovation encouragement.(صبرين، 2023)

5. Dimensions of Quality of Work Life

Researchers have widely identified the dimensions of QWL. And according to Easton and Van Laar's theory, six dimensions were set (ibid):

- **General Well-Being:** Referred to employee's overall happiness and satisfaction at work. The International Labor Organization defined workplace well-being as the availability of services and facilities such as transportation, cafeteria, and accommodation for employees.
- **Job and Career Satisfaction:** Achieved by providing employees with career growth opportunities, promotions, and divers experience that align with both organizational goals and personal aspirations, enhancing job satisfaction, skills, and competence.

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- **Control at Work:** referred to the capacity to which employees can affect their work environment by participating in decision-making processes and having their opinions, ideas, and suggestions considered and not getting ignored.
- **Work-Life Balance:** referred to the ability to balance between personal and professional life through flexible work arrangements that align work schedules with personal time, like having flexible working hour that then foster commitment, reduce stress, and minimize absenteeism.
- **Stress at Work:** consisted the psychological, behavioral, or physical pressures that cause discomfort for employees. Workplace stress often arises from organizational factors related to workplace culture, job demands, or external pressures.
- **Working Conditions:** pointed to the adequacy of the work environment in terms of hygiene, safety, ergonomic workspace design, quality equipment, and proper resource distribution to ensure employee comfort and efficiency.

6. Measuring Quality of Work Life

Benders and Van Delooj has discovered that there four key criteria for measuring the quality of work life which is (ibid):

- **Job Content:** which Included decision-making autonomy, task variety, responsibility, and clarity of rules and instructions.
- **Work Relationships:** which involved participation, leadership style, and social interactions within the workplace.
- **Working Conditions:** which Covered salary, promotion opportunities, working hour, and ability of access to education and training facilities.
- **Work Environment:** Included physical conditions such as temperature, noise levels, safety, cleanliness, and lighting.

Four key principles that the measurement of QWL should be based on it were set by Lawler which are:

- **Validity:** The measurement should accurately reflect the key aspects of work-life quality.
- **Clarity:** The criteria should be clearly defined to facilitate accurate data collection.
- **Objectivity:** The measurement should be verifiable and free from bias.
- **Consideration of Individual Differences:** The tool should account for variations among employees within the organization.

These two perspectives jointly form a comprehensive mode. While Benders and van delooj provides the substantive content of QWL (what to measure), Lawler offers the technical rigor (how to measure it accurately). A robust QWL assessment strategy should combine benders and van content framework with Lawler's methodological standards to ensure both relevance and reliability.

7. Factors Affecting Quality of Work Life

A range of individual and organizational factors has been identified as influencing the quality of work life. These can be categorized as follows (colombat, 2012, pp. 53-58):

7.1. Individual Factors

- **Sociodemographic Characteristics Factors:** personal attributes such as age, gender, and marital status have been shown to affect QWL. For example, marriage has been associated with a positive impact on employee quality of work life.

Two types of strategies for coping with the individual factors:

- **Coping Strategies:** Employees handle stress through different approaches:

Problem-focused coping: involves efforts to improve conditions or increase available resources.

Emotion-focused coping: refers to managing emotional responses.

Social support coping: entails seeking help or emotional support from others.

- **Hardiness:** The ability to withstand stress through commitment, positive perception and interpretation of challenges, and resilience.

7.2. Organizational Factors

- **Employee Participation in Decision-Making:** allowing employees to contribute to decision making processes has been linked to enhancing satisfaction, engagement, and organizational justice.

strategies to treat the organizational factors:

- **Magnet Hospitals:** represent institutions that focus on work environment improvement particularly for nursing staff.
- **Transformational Leadership:** characterized by leaders who act as role models and motivate employees to work towards the organization's goals.
- **Organizational Barriers:** such as lack of time, inadequate training, lack of recognition, and weak communication and coordination must be determined to be addressed.

7.3. Work Conditions

- **Workload and Stress:** excessive job demands with low autonomy negatively impact QWL.
- **Working Hours:** irregular schedules, including night shifts and overtime, are associated with reducing work-life quality.
- **Relationships with Colleagues:** positive, Strong and supportive coworker relationships enhance quality of work life.
- **Wages and Benefits:** Fairness in compensation that must be relative to effort contributes to higher quality of work life.

8. Strategies for Improving Quality of Work Life

Improving the quality of work life (QWL) is considered to require addressing a range of challenges, which are commonly categorized into three types ((ANACT), 2017, pp. 38-47):

- **Market Challenges:** These are represented by increasing competition, evolving customer expectations, and technological advancements such as digitalization.
- **Social Challenges:** these are associated with issues such as equality, diversity, and work-life balance.
- **Work-Related Challenges:** there are related to autonomy, skill development, and professional relationships.

To respond to these challenges, several strategies have been proposed:

- **Dispersed Strategy (Stratégie Dispersée):** social challenges are addressed without modification of work organization. Examples include offering sports facilities, childcare support, and remote work options. This strategy is regarded as easy to implement.

- **Support Strategy (Stratégie d'Accompagnement):** market challenges are tackled by adapting to economic and technological changes. involves providing training opportunities and career development programs to help employees adjust to transformations.
- **Engagement Strategy (Stratégie d'Engagement):** work-related challenges are handled by ensuring employee participation in decision-making and work processes. As a result, fosters creativity, commitment, and motivation.
- **Integrated Strategy (Stratégie Intégrée):** a combination of all previous strategies to simultaneously address market, social, and work-related challenges, ensuring a holistic approach to improving QWL.

II. The Employee Loyalty

1. The Emergence of Employee Loyalty

Employee loyalty is not considered a new concept, rather, it was initially introduced as a strategic approach in marketing aimed to reduce recruitment and training costs. It has been recognized that a committed employee is more profitable than a transient one, which led to employees being treated as valued internal clients.

In the era of increasing globalization, open borders, and professional migration, particular importance has been assigned to this concept. The growing difficulty in retaining skilled and talented employees those who contribute to a company's competitive advantage, has made employee loyalty a crucial factor for organizational success. (Oumbe, 2016, pp. 12-13)

2. Definitions of Employee Loyalty

According to Dutot (2004), loyalty is defined as a trust-based relationship that is established between an employee and their organization, where it prevents the employee from seeking external job opportunities.

Paretti (2005) and Paille (2004) has defined loyalty as a combination of seniority, a sense of belonging, and the absence of job-seeking behavior. (Oumbe, 2016, pp. 31-34)

On the other hand, Meyssonier (2005) described loyalty as a personal decision taken by the employee to remain within the organization due to a perceived alignment between their values and those of the company.

Furthermore, Peretti (2005) stated that employee retention systems are composed of various measures intended to reduce voluntary employee turnover. (Oumbe, 2016, pp. 13-14)

Accordingly, loyalty can be defined as the personal will, commitment, engagement and dedication an employee has toward their organization. It goes beyond just sticking around for the payment. Based on that loyal employees consider as those who believe in the company's mission and willing to go with it toward success, they are the ones who proudly declare their belonging to it, both inside and outside the workplace.

3. Difference Between Employee Loyalty and Employee Retention

Many researchers have tended to mix employee loyalty with employee retention; however, a clear distinction is recognized between the two concepts:

- **Employee Retention:** is defined as a set of organizational practices aimed at preventing employees from leaving the company. It is often enforced through mandatory conditions, such as: being obligated to reimburse training costs if they resign. Being restricted by non-compete agreements that limit employment with rival firms. In that case, employees retained due to obligations rather than personal commitment.
- **Employee Loyalty:** is characterized by the reinforcement of an emotional bond with the organization. Commitment is fostered through: participation in decision-making, the provision of a positive work environment, and the assurance of fair rewards and career development opportunities. Under such conditions, Employees choose to stay willingly because they feel valued and aligned with the company's vision. (Oumbe, 2016, pp. 13-14)

In summary, retention is enforced, while loyalty is earned, means that employees can be retained in the organization through formal acts and strategies like long term contracts, benefits, agreements to not leave until a specific period, that's are usually conditions that make employee stay by pressures.

However, loyalty cannot be forced, it is earned over time without pressure by building a relationship based on comfort, trust, respect, shared values, genuine care and good work conditions.

4. Related Concepts to Employee Loyalty

Related concepts to loyalty were widely used and sometimes tended to be conflated with each other, for that stating a differentiation between the most used ones is necessary as follows:

- **Commitment:** identified as how an employee feels connected to their company and their willingness to stay in it for long, based on their work experience.
- **Engagement:** identified as what extent an employee is motivated and involved in their work, which improves productivity but doesn't always mean they will stay long-term it's feel more like duty.

An employee can be engaged without being loyal, or loyal without being highly engaged (Sahni, 2019).

5. Challenges in Retaining Employee Loyalty

Various challenges affecting employee loyalty have been identified, including economic, demographic, and organizational challenges as follows (Oumbe, 2016, pp. 15-20):

5.1. Economic Challenges

- **Employee Turnover:** has been recognized as a significant issue. employees may leave in pursuit of better opportunities, initiate their own businesses, or be dismissed by employers. Turnover can undermine employee loyalty and disrupt organizational operations.

The following types of Turnover have been distinguished:

- **Employer-Initiated Turnover:** often resulting from disciplinary actions.
- **Employee-Initiated Turnover:** often driven by seeking better opportunities.
- **Partial Turnover:** where employees remain in the organization while engaging in side projects.

5.2. Demographic Challenges

- **Brain Drain:** where skilled employees migrating to other countries, causing talent loss.
- **Talent War:** A small percentage of highly skilled professionals is viewed as holding competitive advantages, making companies engage in fierce competition to attract and retain them.

5.3. Organizational Challenges

Quality Management: Maintaining high standards to enhance reputation and employee satisfaction considered a huge organizational challenges.

Talent Management: Developing and motivating employees through training programs and career development initiatives is also a big challenge for organization.

6. Key Players in Employee Loyalty

Several key actors have been identified as playing a critical role in fostering employee loyalty within the organization (Oumbe, 2016, pp. 20-24):

- **General Management (DG):** the organization skill needs based on market changes are assessed by DG. Also, awareness and engagement are promoted through internal communication initiatives. Efforts are made to ensure the establishment and maintenance of a positive work environment.
- **Human Resources Management (DRH):** retention needs are identified by DRH, and appropriate practices are suggested. Also, talent management strategies are implemented to support employee development. retention programs and training initiatives are continuously enhanced.
- **Managers:** employees are educated on the importance of retention and its broader impact on organizational performance. key employees are identified for targeted retention efforts. motivational strategies are applied in collaboration with HR.
- **Social Partners:** the social and economic rights of employees are advocated for by social partners. Negotiations are conducted concerning benefits such as housing, transportation, and childcare.
- **Employees:** active engagement with the organization is demonstrated by employees through support for workplace improvements. Contributions are made toward the achievement of organizational goals. Participation in training programs, regular medical check-ups, and adherence to company policies are expected and encouraged.

7. Measuring Employee Loyalty

Employee loyalty can be measured through a variety of quantitative and qualitative methods, each providing insights into the levels of engagement, satisfaction, and commitment within an organization (HR, 2024):

- **Financial Awards and Certifications:** recognition programs, like Great Place to Work, are utilized to assess the employee experience. surveys like the Trust Index are administered to evaluate perceptions of trust, respect, and organizational pride, factors closely associated with employee loyalty.

- **Employee Engagement Surveys:** surveys that are regularly conducted to measure job satisfaction, relationships with managers and colleagues, available opportunities, and perception of organization culture. (Yang, 2024)
- **Employee Net Promoter Score (eNPS):** Employees are asked to rate on a scale from 0 to 10: “How likely are you to recommend our company as a great place to work?”. Scores are categorized:
 - 0–6: Detractors.
 - 7–8: Neutrals.
 - 9–10: Promoters.The eNPS is then calculated by subtracting the percentage of detractors from promoters. A positive eNPS is interpreted as a sign of strong employee loyalty. (Mandavilli, 2020)
- **Turnover Rate:** The frequency at which employees leave the organization is monitored through turnover rate metrics. A high turnover rate may indicate dissatisfaction, low engagement, or insufficient career growth opportunities, while a low rate suggests a stable and committed workplace.
- **Retention Rate:** This metric used to assess how well an organization retains its employees over time. A high retention rate indicates positive work conditions and effective development policies, while a low rate may point to issues such as poor job satisfaction or limited professional development.
- **Employee Roadmap:** A structured employee development roadmap is created to monitor individual progress, achievements, and challenges, encouraging them to remain and grow within the organization.
- **Loyalty Points System:** a point-based system may be implemented to reward desired employee behaviors such as punctuality, task completion, and participation in company. Accumulated points can be redeemed for rewards such as shopping vouchers or extra leave days, thereby boosting motivation and loyalty.

8. Importance of Employee Loyalty for Organizations

Employee loyalty plays a crucial role in shaping organizational success and sustainability. Its significance can be summarized through the following dimensions. (سفيان، 2018) :

- **Enhanced Performance and Productivity:** Loyal employees are more motivated and demonstrate higher levels of engagement, and also more willing to contribute innovative ideas that drive organizational growth and continuous improvement.

- **Workforce Stability and Retention:** High levels of loyalty are associated with reduced employee turnover and absenteeism. This stability not only minimizing recruitment and training costs, also ensures operational continuity and the preservation of institutional knowledge.
- **Improved Work Environment and Internal Relationships:** A loyal workforce cultivates a culture of trust, collaboration, and positive relationships, making it easier to manage employees and maintain a respectful and structured work environment.
- **Adaptability to Challenges and Changes:** loyal employees are generally more open to changes, demonstrate a greater willingness to learn, acquire new skills, and proactive in supporting the organization's evolution and strategic objectives.
- **Stronger Company Reputation:** Organizations known for fostering employee loyalty tend to enjoy a positive image and reputation, attracting top talent and strengthening their position in the market.

9. Key Interventions and Practices to Enhance Employee Loyalty

Improving employee loyalty requires a multidimensional approach that fosters trust, growth, inclusion, and well-being. The following strategies are widely recommended (HR E. , 2024):

- **Build Trust and Transparency:** loyalty is strengthened when employees feel that their leaders are transparent and honest toward them, transparent communication fosters trust between them and the organization, also gives them strong reasons to stay.
- **Communicate Openly:** keeping employees informed about the organizational goal's and performance, news, and changes helps them feel included and valued, contributing to their long-term commitment.
- **Lead by Example:** when leaders walk the talk, they inspire employee's behaviors and acts, and surely make them trying to keep up with their leaders for the best.
- **Recognition:** noticing and recognizing the hard work, efforts, and achievement of employees foster sense of belonging and appreciation within the organization.
- **Celebrating Wins:** celebrating both small and significant wins to encourage the employees to give more.
- **Offer Meaningful Rewards:** recognition should be tailored to employee's preferences, while some may appreciate intangible rewards such as thanks and appreciation would be great, for others tangible rewards like a bonus or extra time off might be more meaningful.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

- **Invest in Employee Development:** demonstrating a commitment to employee growth through learning and development initiatives signals that the organization care about their career progression.
- **Provide Learning Opportunities:** training, workshops, and courses should be made available to enhance employee skills and knowledge.
- **Support Career Pathways:** employees should be provided with a clear view of their potential career, how they can grow within the organization and accompany them through.
- **Foster A Positive Work Environment:** creating a workplace that make employees feel happy, safe, and respected naturally enhances employee loyalty.
- **Promote Work-Life Balance:** policies that support breaks, vacations, and flexibility help employees maintain a healthy balance between work and personal life.
- **Cultivate Inclusively:** diversity and inclusion must be actively promoted to ensure that all employees feel valued and included with no discrimination and favoritism regardless their background.
- **Seek Feedback:** regularly ask for and work on employee feedback that shows that their opinions truly matters and influence decisions.
- **Empower Decision Making:** allowing employees to contribute to decision-making processes this will lead to a greater job satisfaction and loyalty.
- **Align Company and Employee Values and Goals:** employees are more likely to remain loyal where their needs, goals and values are aligned with those of the company's.
- **Hire to Fit:** recruitment strategies should prioritize the candidates whose personal values match those of the company, that will support long term loyalty.
- **Encourage Team Building and Connections:** organizing team-building activities inside and outside the workplace strengthens interpersonal relationships and collaboration, which enhance loyalty.
- **Offer Comprehensive Benefits:** providing benefits that support each employee health, well-being, and financial security. Like health care, child support, retirement plans, sports and wellness programs lead to loyalty.

Conclusion of The Chapter

Overall, this chapter has provided a comprehensive overview of the theoretical foundations related to Quality of Work Life and Employee Loyalty. Through an extensive literature review, we explored key theories and previous studies that shed light on understanding the dynamics and interactions between these two variables. The conceptual framework clarified the concepts, distinguish them from similar terms, and identify their key dimensions, affecting factors, and measurement ways and methods. This theoretical grounding establishes a solid basis for the coming chapters, particularly in guiding the empirical investigation. As well as enables a deeper exploration about the role of QWL as a strategic path toward enhancing employee loyalty. On other side, this will be helping us to analyze, through empirical work, how improving work conditions can foster sustainable commitment within organizations.

**CHAPTER 2: METHODOLOGICAL
FRAMEWORK AND
ORGANIZATIONAL CONTEXT**

CHAPTER 02: METHODOLOGICAL FRAMEWORK AND ORGANIZATIONAL CONTEXT

This chapter presents the essential component that formed the methodological and contextual foundation of the research. It aims to clarify the scientific framework that guided the field work, while also shedding light on the institution under study presented by the direction of social affairs, for Section one, we introduced the methodological framework, that contains the epistemological perspective and mode of reasoning. the methodological approach, data collection and analysis tools, and the sampling method.

Section two is dedicated to the presentation of the institution under study, which is namely the direction of social affairs (DAS) of the sonatrach group. this section outlined the organizational structure, main missions, and the wide range of social affairs and services it provides to employees, retirees, and their beneficiaries. it also examined the reality of quality of work life within the institution.

This chapter lies the groundwork for understanding the practical and analytical context of the study, and sets the stage for the subsequent chapter on results and discussion.

SECTION 1: Methodological Framework

In this section the methodological framework of the study will be presented, outlines the research design, data collection and analysis tools, the epistemological perspective, the sampling method, the methodological approach and reasoning model used to explore the QWL within the direction of social affairs. aiming to develop understanding from the participant's experience.

I. Epistemological Framework

The **constructivism stance** is adopted in this research, reason that constructivism is characterized by the believing that meanings and new knowledge are constructed by individuals through and previous knowledge, their personal experience, and interaction with their environments (Group, 2023, pp. 228-231). this perspective is considered suitable for our study, which aim to explore the role of a good quality of work life on the development of employee's loyalty and commitment. It will be observed how individual get to job loyalty and how it is constructed based on their personal experience in a work environment where a good quality of work life is provided. As for the reasoning mode, an **inductive approach** is followed, since its recognized as a flexible method that allows a phenomenon to be investigated without being constrained by past theories or concepts, observations and the collection of opinion and information based on personal experience are conducted first so

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that's a new idea and theories about how quality of work life may generate employee loyalty can be generated. (Sauce & D. Matzel, 2017)

II. Research Methodology

In order to ensure the achievement of a well conducted study, the **qualitative approach** that gather non-numerical data was adopted due to the nature of the topic of our study, and its suitability for it. through this approach, personal life experiences, impressions, interactions, beliefs, behaviors, attitudes and opinions can be better understood (Oranga & Matere, 2023). Regarding the quality of the work life of the employees, the multiple dimensions of QWL are explored, and the ways in which these personal experiences influence their loyalty to the organization are examined, this type of understanding is best obtained through qualitative data, which allows for deeper insights into subjective perspective.

III. Method and Measurement Instrument

To gather the necessary information for the study, Tools, and methods suitable for the qualitative approach were selected.

1. Content Analysis

Considered a highly important tool due to its role as a key source of secondary data, such as internal reports, employee observations, and Scientific books, articles, and journals that available on online platforms like ASJP, Research Gate, Google Scholar, Science-Direct, or provided by the company.

2. Direct Observation

A primary data collection tool used particularly in studies relating to behavioral sciences, to monitor reading behaviors, social interaction, and the relationship between individuals and groups in the workplace without modification (Mazhar, Anjum, Ibne Anwar, & Khan, 2021), this method was applied in our study to obtain an authentic view of what is truly happening, how the quality of work life is perceived and utilized by employees within the direction of social services.

2.1.Observation Grid

In the observation grid we focused on the most prominent quality of work life dimensions, seven main themes were identified through observation as detailed in the table below:

Table 1 : Observation Grid

Theme	Observation
-Work environment	
-Safety and health	
-Attitude and employee behavior	
-Work relationships	
-Stress at work	
-Teamwork and communication	
-Appreciation and thanks	

Source: made by the student

3. Interviews

Interviews were used as the primary tool for collecting primary data in our study, this generally takes place among two individuals one is called the interviewer and another is the interviewee or respondent. This tool was selected for its ability to provide explicit, direct, and genuine information. Interviews also made it possible to observe facial expressions, behaviors, and gestures of their respondents, allowing validation of their responses, and understanding of what they intended to communicate through their expression, especially in cases where they could not articulate their feelings with words. **semi structured interviews** were adapted to provide an opportunity to explore new topics, obtain diverse answers, and encourage discussion. Interviews were conducted with employees from various ranks and position levels within the direction of social services, these interviews enabled real insight about several quality of work life dimensions (Mazhar, Anjum, Ibne Anwar, & Khan, 2021).

3.1. Interview Guide

Our interview guide is divided into seven main axes, each axis has questions that have been picked depend on our study variables, which is the quality of work life and employee loyalty, and also depends on our literature review and conceptual framework content, where we mentioned past studies and theories about the quality of work life most known dimensions and also employee loyalty.

- **Axis One:** personal information: this axis aimed to understand the interviewees background, job position, years of experience, departmental affiliation, and marital status.
- **Axis Two:** understanding and perception of quality of work life (QWL): this axis included an open-ended question on how the employee perceives the quality of work

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life, along with two semi structured questions concerning quality work life at the organization.

- **Axis Three:** training and professional development as a work life dimension: it considered two semi structured questions about the training reality and its effect provided by the organization.
- **Axis Four:** financial compensations and recognition as a quality of work life dimension: one open question focused on the employee's opinion about the fairness of their income, along with a semi structured questions related to the effect of these rewards on the motivation.
- **Axis Five:** social affair and support services (childcare, health, sports, and recreation) as a quality of work life dimension: two semi structured questions are asked to understand the usefulness and suitability of these services.
- **Axis Six:** work life balance as a quality of work life dimension: presented two open-ended questions to explore how employees work life balance is manageable, and how the direction of social affairs supports this balance.
- **Axis Seven:** the role of QWL in shaping employee loyalty: this section included three semi structured questions to understand how employees generate loyalty based on the quality of their work life, what specific factors contribute the most to it, and lastly a question about giving some recommendation to boost loyalty.

4. Sampling Method

A **purposive sampling method** was adopted in this study, where “individuals are chosen for inclusion in a sample based on their relevance to the research objectives” (Makwana, Engineer, Dabhi, & Chudasama, 2023). employees with experience working in the direction of social affairs, from various organizational levels; managers, supervisors, regular employee Maintenance, and staff were selected. This approach ensured the widest possible coverage of positions and collection of diverse viewpoints.

Respondents answers were recorded with their consent and agreement. the following table presents the interviewees, their job level, and further details:

Table 2 : Interviewee Presentation

Current Position	Gender	Years Of Experience	Department	Marital Status	Duration
Childcare educator	female	10 years	Child service	married	30 min
Head of finance service	female	20 years	Finance service	married	15 min
Union member	male	20 years	Department of Social Action and Protection	married	25 min
Head of Socio-Cultural Activities service	male	25 years	Socio-Cultural Activities service	married	40 min
Head of Socio-Cultural Activities service	female	30 years	Personal service	married	50 min
Nurse	female	8 years	Health service	married	20 min
Assistant to the Regional Manager	female	30 years	Staff – Regions of Algiers	married	15 min
Head of Social Action and Protection Service	male	6 years	Social Action and Protection Service	married	15 min

Source: made by the student

5. Data Analysis Tools

Nvivo Software was selected for data analysis. It is considered an effective tool for analyzing qualitative content, allowed for systematic organization, classification, and interpretation of textual data. the software helped identify recurring patterns, key concepts, and relationship between variables. Facilitating the researcher ability to track recurring themes, detect trends, and draw meaningful conclusions. “Nvivo can import and support multiple types of formats and data types and is a helpful tool for sorting, organizing, and analyzing qualitative data. It has also been argued that using Nvivo or computer-assisted qualitative data analysis software (CAQDAS) can even improve the quality of the analysis” (Dhakal, 2022).

SECTION 2: Organizational Context

The institutional context of the study will be introduced in this section, focusing on the direction of social affairs (DAS) SONATRACH. It provides a detailed overview of DAS organizational structure, its core missions, and the range of services it offers to employees and their families. Special attention is given to programs and facilities related to childhood care, health care, cultural and sports activities, and other support mechanisms. This section also explores how these services shape the perceived QWL, highlighting DAS role in fostering employee well-being and work-life balance.

All the information below regarding the direction of social affairs or DAS were provided to us as internal documents by the direction of social affairs itself (the organization under study).

I. The Presentation of <SONATRACH> Company

“**Sonatrach**” identified as a public economic Algerian citizen-based enterprise, established on **December 31, 1963**. It is overseen by Mr. Toufik Hakkar, and includes several sections specializing in the extraction, processing, and distribution of oil and gas. Sonatrach was founded by a governmental decree with the aim of supporting and developing the energy sector in Algeria. It operates in various fields, including exploration, extraction, transportation, refining, and distribution.

Sonatrach subsidiaries/sections include: Sonatrach Production, Sonatrach Refining, Sonatrach Petrochemicals, Sonatrach Transport, and Sonatrach Distribution. These companies strive to achieve outstanding performance by applying the latest technologies, and enhancing human capacities to effectively and efficiently meet the needs of both local and international markets.

As the company expanded and its activities diversified, greater emphasis was placed on internal factors that directly affect employee’s quality of work life. Among the most critical of these factors is the availability of social services that ease the daily lives of workers and contribute to their overall well-being. These services play a crucial role in fostering a supportive and stable work environment, which in turn reflects positively on productivity and institutional performance.

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As a result, the Social Affairs Direction was established to oversee the planning, coordination, and implementation of comprehensive social programs that support employee welfare and promote a balanced, productive work environment.

II. The Presentation Of « DIRECTION DES AFFAIRES SOCIALES (DAS) » Or « SOCIAL AFFAIRS DIRECTION »

Belongs to the Sonatrach mother institute and exactly considered as a part of the human resources direction. And it has been established as an important annex among the various affiliated entities. It's located at 7 Bashir Ibrahimi Street El moradia, Algeria, and was founded through several phases summarized as follows:

- On **December 31, 1963**, the national company for transport and trade in hydrocarbon was created at that time, no units dedicated to social services were established within the company.
- In **1967**, within both foreign and national oil companies that aimed to reclaim Sonatrach, social services activities were arranged. These services were managed by a joint committee, representing both the first UGTA federation and Sonatrach, since then, social services unit was created, replacing the external social services, and it became known as the Algerian petroleum social services.
- In **1999**, based on an arrangement between the UGTA and the ministry of industry and energy, social services were strengthened through a funding model based on a 3% contribution deducted from the employee's monthly salary. This social policy was adopted by Sonatrach and generated for the improvement of living condition and work life for employees and their families.

546 is a significant number of engineers, technicians, workers and administrative assistance has been employed in the direction of social affairs. Its primary activity has been focused on addressing employee's social conditions, as well as monitoring construction projects and developing residential properties.

- **DAS Missions:**

- Management of the budget funds and assets of DAS.
- Implementation of social work protection and occupational health policies procedures and methods.
enhancing measures to protect the health of workers and beneficiaries.

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- Carrying out the participation in the development and implementation of occupational health policies and procedures.
- Developing social cultural and sports activities.
- Developing Educational and recreational activities for worker’s children.
- Establishing operational procedures for the social affairs unit in the company.
- Submitting reports to the Secretary general.

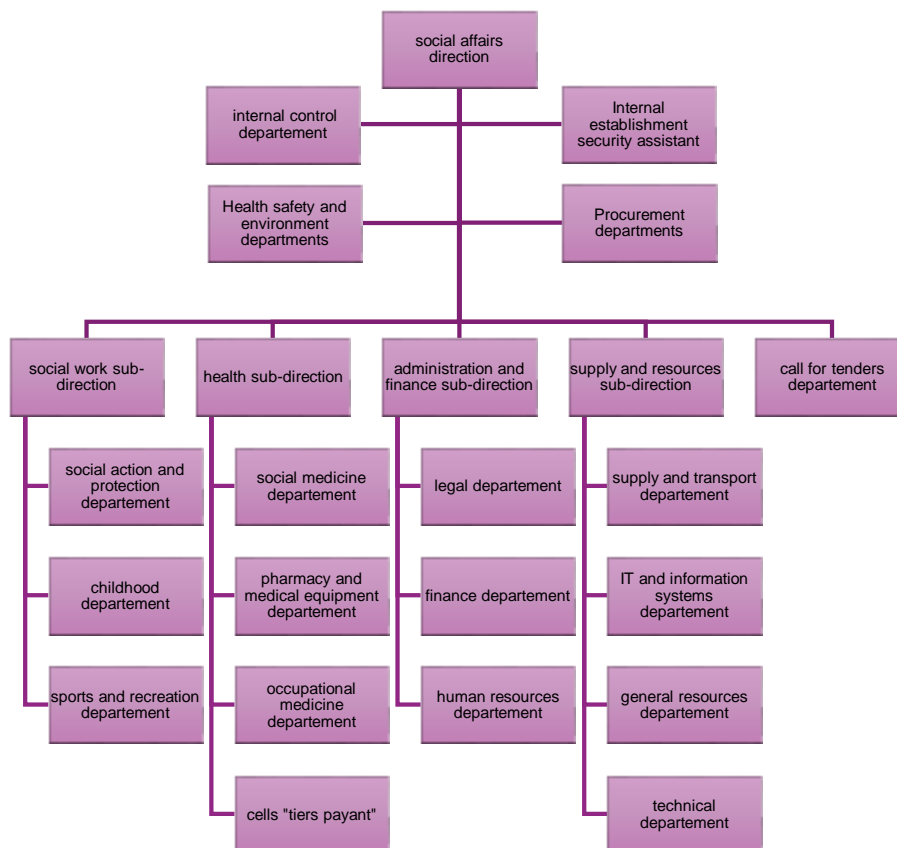
• **What’s DAS Provides:**

Social welfare, social support programs, social protection cultural and recreational activities kindergartens occupational health social medicine occupational medicine health insurance pharmacy and medical equipment sports and recreation various sports club’s budgets management legal affairs human resources management information systems and procurements security and safety cleanliness environmental safety and internal security. (based on information given by the direction of social affairs sonatrach).

1. The Organization of DAS and Its Tasks:

The organization of DAS are presented in the figure below:

Figure 3 : Direction Of Social Affairs Structure



Source: made by the student based on giving information by the direction of social affaires

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1.1.Social Work Sub-Direction

Its mission is to:

- Implement policies procedures and methods in the field of social work and protection.
- Activities within kindergartens are planned, organized, and monitored, educational methods are developed, Social and cultural activities are coordinated by this sub direction, the implementation of DAS decisions and directives, as well as those of the higher committee for social welfare (CSOS), concerning social affairs is monitored.
- The necessary infrastructure for social and cultural activities is assisted, anticipated, and developed, periodic reports are prepared.

This sub-direction consists of several departments:

- **Social Action and Protection Department:** assistant system for sonatrach workers and their families are implemented by it, also social activities are managed and analyzed, Budgets are prepared, and implementation procedures and laws are monitored.
- **Childhood Department:** Kindergarten activities are planned and organized by this department, educational programs for kindergartens are monitored and defined, Budgets are prepared, implementation is monitored, and reports are consolidated.
- **Sports and Recreation Department:** Sports and recreational activities are organized and coordinated in accordance with regulations, Necessary resources and equipment for sports and recreation are prepared, also budgets are prepared, DAS policies are monitored and reports are issued by this department.

1.2.Health Sub-Direction

This sub direction is responsible for implementing occupational health and Social medicine policies, Medical files are managed and patients are referred for treatment, the health insurance system is monitored, and budget are prepared, medical activities are coordinated, and periodic reports are prepared.

It's consists several departments:

- **Pharmacy and Medical Equipment Department:** Needs for medical products equipment and supplies to cover workers need are standardized, activities related to

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medical products and equipment's are managed and coordinated, supply and inventory are monitored, budgets and reports are prepared all by this department.

- **Social Medicine Department:** Therapeutic social medicine activities are organized, managed, and developed, needs for medical products and equipment's are identified, compliance of human and material resources with medical standards is ensured by this department.
- **Work Medicine Departments:** Policies related to occupational health are monitored for compliance, company practices in hygiene are monitored and followed up, supports and advice in occupational medicine are provided, and preventive health culture is promoted, epidemiological practices in quality for life are initiated material needs are identified, and reports are prepared by this department.

1.3.Administration and Finance Sub-Direction

It consists several departments:

- **Finance Departments:** the social affairs budget of the DAS is developed, coordinated, and monitored, general and excuses accounting as well as expenses and revenues of the direction are managed, and monitored relation with financial institution are supported, cash flow forecasts and reports are prepared by this department.
- **Legal Department:** contracts are prepared, managed, and monitored, direction assets are managed, insurance activities and disputes are managed and monitored, legal advice and assistance are provided to ensure company compliance with laws, all by this department.
- **Human Resources Department:** the HR function within the DAS direction is managed, HR procedures of the company are implemented and monitored, professional life salary social and Labor relations are managed, HR budget forecasts employment projection and training plans and development by this department.

1.4.Supply and Resources Sub-Direction

It's consists several departments as well:

- **Supply and Transport Department:** administrative purchases are identified and executed in accordance with current regulation, Inventories processes, investments, and employee transfers are managed, department equipment and materials are monitored, budget and reports are prepared all by this department.

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- **Computers Science and Information System Department:** computer systems are maintained, and information systems are defined, ET infrastructure is upgraded, reports, budget, and needs are prepared by this department.
- **General Resources Management Department:** services are supported in terms of public resources, infrastructure building and spaces is maintained, supervision Catering hospitality and ticket reservation are managed, archives are managed, electrical gas water and sewage networks are managed, rapid intervention teams are managed by the department.
- **Technical Departments:** all direction equipment and infrastructures are maintained, Rehabilitation and infrastructure repairs are carried out, budget reports and needs are prepared all by this department.

1.5.Independence Departments

These departments are units that reports directly to the direction of social affairs and operates autonomously from other internal divisions.

- **Procurement Departments:** Various purchasing processes are managed and monitored in accordance with applicable laws and procedures, all tender requests from the direction are managed by this department.
- **Internal Control Department:** this department ensure the compliance with regulation and procedures within the direction. Also that all hierarchical lines are controlled and necessary administrative improvement are evaluated and proposed, administrative malpractice is prevented, detected, and objectives are achieved, cooperation with risk management is maintained.
- **Health Safety and Environment Departments:** participation in the development and implementation of the company's HSE policy is carried out within the direction of social affairs, risks hazard and potential accidents resulting from its activities are identified, necessary material financial and human resources needs are determined, reports are prepared all by this department.
- **Internal Establishment Security Assistant:** Internal establishment security is assist advice and assistance regarding internal security that is provided to the direction manager, the master plan for protecting classified and confidential documents is prepared, internal security culture and the protection of documents and movable/immovable property are developed and implemented, also internal security regulation and plans including risk and threat assessments as well as potential

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countermeasures are established, we won't forgot reports preparation, all done by this establishment.

1.6. The Following Centers

These centers operate in agreement with direction of social affairs-DAS.

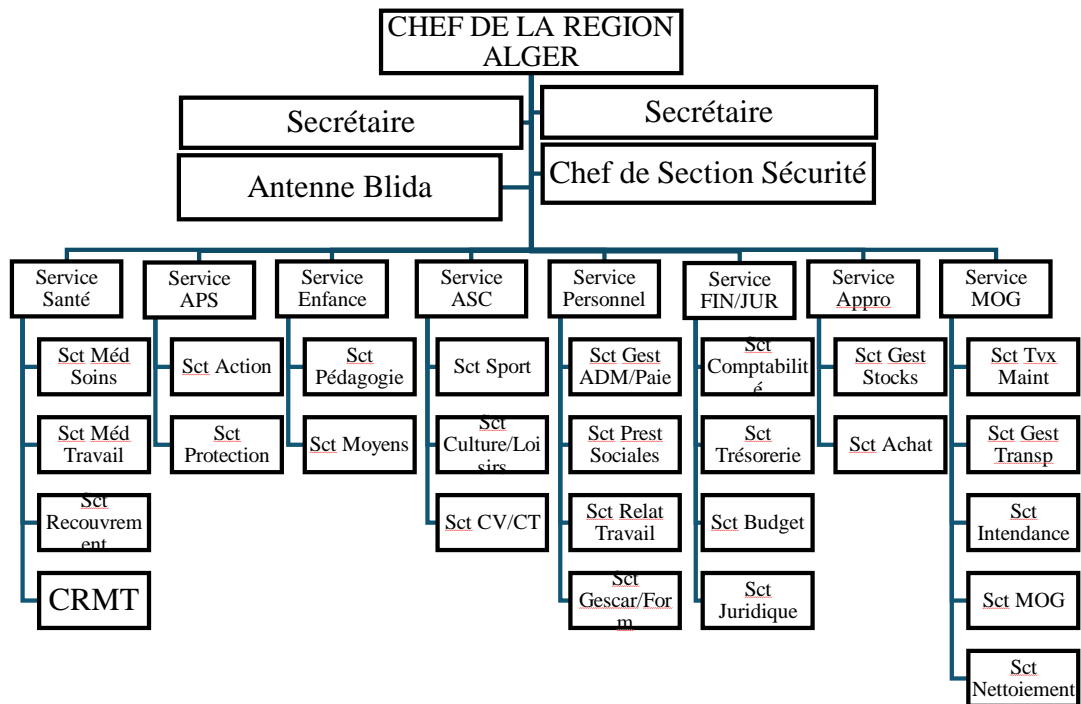
Table 3 : Centers Related To DAS

Center	Missions
Bordj el bahri equestrian center	Managed its budget, funds, assets, implement its policies, and it procedures, registration and registration processes for members are supported, practiced equestrian sports, and promoted sports social cultural and recreational activities within and outside the center are managed and programmed.
Hacène khitmane nautical center	The center managed the swimming sports activities and fitness programs, also the member registration and re-registration processes. functional and operational activities of the center are coordinated, monitored, and planned, infrastructure and technical sports equipment are maintained.
Abdelkader gadouche tennis club	Sports activities are managed by this club, member registration is supported, all functional sports activities are operated, planned, coordinated, and monitored, technical and sports equipment is maintained.
Delly Ibrahim Golf club	Golf activities are managed and promoted by this club, registration and re-registration are supported, all functional and operational activities of the center are operated, planned, coordinated, and monitored, infrastructures are maintained.
Groupement sportif des pétroliers (GSP)	This group is dedicated to athletes working in the oil sector. team and individual sports offered to the group are manages and promoted, registration of participating workers is supported, various sports categories are supported and encouraged, financial, commercial, and administrative management of the center is carried out

Source: made by the student

1.7. The Regional Divisions of the Direction of Social Affairs

Figure 4 : Regional Division Of Alger



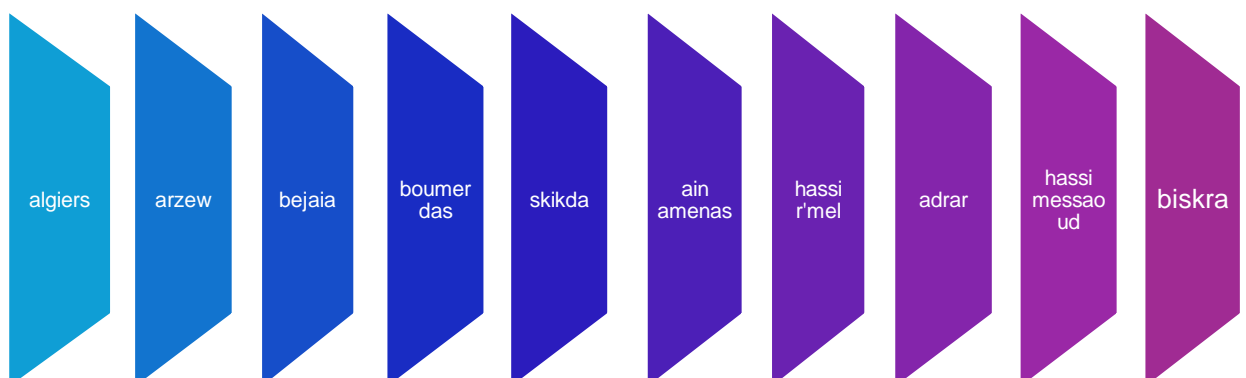
Source: Internal document of DAS

Besides the departments that’s we discussed earlier, there’s regional divisions that contain services that provide the same tasks as the department and work as an extra support for it.

Departments are more likely to do management, while regional divisions are the acting part and the first direction for employees to attend.

- The 10 Regional Divisions:

Figure 5 : The Ten Regional Divisions Of DAS



Source: Made by the student based on internal documents

III. Reality of Quality of Work Life Dimensions at The Direction of Social Affairs

1. Training

Training is defined by organizations as “a set of tools, procedures, and lessons that enable the acquisition of knowledge, with the aim of becoming more effective from a practical standpoint”. it is also “a practice that provides the knowledge through which one can achieve competence”. (POMPEI, 2010, pp. 19-20)

Training at social affairs direction significantly contributed to the development, advancement, and performance improvements of employees, as well as better mastery of job tasks. the company takes responsibility for informing employees at all levels about training programs before their implementation to allow for adjustment, evaluation, and consultation before actual application. This process creates a sense of responsibility and value among employee.

Social affairs direction strives to offer high quality training for everyone, by diversifying the types, methods of both theoretical and practical training programs, employees can benefit from multiple training sessions, depending on their individual needs and the job requirements. Typically, training programs run from 9:00 a.m. to 12:00 p.m. and from 2:00 p.m. to 3: 30 p.m. with a lunch break and time allotted for sports or recreational activities, and the cost of training a single employee started from 30 million DZD.

Every year, around 40 employees out of 546 employees participate in training sessions with careful selection for participants.

1.1. Training Plans

- Training plans strictly follow the directives outlined in the “orientation note” issued by the general director.
- “Orientation note” details how to prepare training plans, the condition for granting training opportunities, the distribution process, required number of trainees, budgets, and suitable training institutions.
- “Orientation note” is issued in mid-May, and departments are given up to three months to review its contents and discuss it internally, gather employee training needs and identify interested participants.
- Training plans along with the individual needs file, are submitted to the general director for approval, and the final approval is usually granted in September after which training implementation begins.

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1.2. Training Types

The direction of social affairs provides divers training types for it employees as the table below:

Table 4 : Training Types Offered By DAS

Training type	Training description
Type A : Based on training objectives	
Pre-employment training	Long-term training lasting from 66 day to 2 years, selected candidates sourced externally through partnership with educational institutes such like any universities and institutes, undergo practical internships financed by the direction of Social affairs, covering transportation ,meals ,and stipends, this type of training includes a loyalty agreement that bends the training to work for the company post training, otherwise, they must reimburse the training costs, fortunately the direction rarely fall in situation like this.
Integration training	Lasting at least 1 year, with one training week each month across DAS facilities, new employees undergo and integration and their final appointment depends on their performance during this period.
Capacity building training	Long-term training that last 66 days to 2 years, aimed at enhancing existing skills and work methods to meet current or future job requirements.
Literacy and language training	Conducted in collaboration with educational institution, language training, last one year for employee lacking language skills, while literacy programs for lower level employees last 5 days, this programs have recently been suspended.
Professional retraining	Less than several weeks up to a month, this training helps employees adapt to job roles different from their current ones but at the same level.
Supplier training	When new equipment is purchased, specific training is required for its use, that included in the purchase contract, and provided by the supplier.
Trainer training	By external trainers (national international institutions), who bring updated and innovated knowledge, or by internal trainers from the company who trained colleges, reducing costs and creating a more comfortable learning environment.
Skill and knowledge renewal training	Focuses on continuous updates in technical knowledge for current or future job role.
Trainer development training	Trainer instruction at national of foreign institution, then pass the knowledge internally.
Type B : Based on duration and time	

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Short-term training	(less than 6 months) Aims for quick upskilling, could be an in house or external training domestically or abroad includes: Seminars and workshops for knowledge exchange, intermittent training across several weeks, continuous short term qualification programs, modular academy training (days to a month) with recognized certifications considering both academic and performance levels.
Long-term training	(more than 6 months) For improvement and acquisition of new knowledge
Type C : Based on internal or external location	
In-house qualified training	Conducted within the direction of social affairs, or its subsidiaries at internal training instructor such as: SMA-sonatrach management academy. IAP-Algerian petroleum institute.
External certified training	Conducted by external institutions like: ESGP- l'école supérieur de gestion et de planification (Alegria) IFP - institut française de pétrole (France) These are formal partnerships, with internationally recognized institutions, beneficiaries are required to deliver lectures, and share acquired knowledge internally.

Source: made by the student

1.3.Main Training Institutions

Table 5 : Training Institutions

Training institution	What the training institutions offers
Neftogaz (founded in1990)	Focuses on oil and gas technology applications, aligned with economic, environmental, and social sustainability.
École de mines el Abed (founded in2006)	Offers training in mining exclusive heavy equipment, operation, and site supervision.
IAP-l'Institut algérienne de petroleum (founded in1965)	Office advanced training in energy and mining hydrocarbons engineering, HSE, HR, auditing, and more.
École de boumardas (founded in1971)	Specialize in geology, petroleum sciences, refining maintenance, HSE, and applied research.
École d'oran (founded in1974)	Focuses on gas technologies, trains engineering, and technician in LNG gas transmission and safety.
École de Skikda (founded in1981)	Offers training in refining petrochemical, industrial chemistry, and site operations.
IFEG-institute of electricity and gas	Specialize in electricity gas, renewable energy, training for sonelgaz and external clients.

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training (founded in2005)	
Ben aknoun training Center (founded in1970)	Provides management and professional development programs in HR marketing, language and accounting.
Ain mlila center (founded in1986)	Specialize in electricity and gas is sector training.
Blida technical school (founded in1949)	Office training in electricity, gas, and renewable energy.
IFP-French Petroleum Institute (founded in1919)	A French national public institution with an industrial and commercial character, it is a specialized in research and training in the energy sector, it's activities cover research and development in renewable energy, carbon, capture and utilization industry of support and more.
SMA-sonatrach management academy (founded in1987)	Focus on leadership development, problem solving, innovation, and change management, offers: -management and leadership training in HR communication, health, and work life quality. -project management in quality procurement, logistic, and supply chain. -business management in finance accounting, auditing, and internal control. -information system and digital management combining in person and remote training.

Source: made by the student

- ✓ Most demanded training courses at direction of social affairs are:
 - Negotiation technique, content mastery (apprentissage continue), occupational health risk assessment.
- ✓ Most reputable training institution: SMA sonatrach management academy.

2. Wages And Rewards

“Si Vous Contribuez Plus Dans Votre Travail, Vous Gagnerez Plus”, “Win-Win Contract”.

Employees receive remuneration based on the workday performance and their job position and responsibilities, it includes a base salary as well various bonuses and allowances as bellow:

2.1. Basic Salary

The basic salary is the minimum institutional wage set out in the official agreements between the negotiating parties. And It's according to job levels, responsibilities, and the status of each position, aligning with the provisions of the collective agreements basic salary range approximately from 500,00 to 700,00 DZD.

2.2. Bonuses and Allowance Added to The Basic Salary

- Professional experience bonus: calculated as a percentage of the basic salary, it evolves with both the base wages of the held position, and the number of years of seniority.
- Long service award: its medals and rewards given for senior workers for their contribution and long service within the direction of social affairs, as the table below:

Table 6 : Reward On Years Of Service

Working period	Reward
15 years	70000 dzd + bronze medal
20 years	80000 dzd + silver medal
25 years	100000 dzd + golden medal
30 years	120000 dzd + silver-gilt medal
35 years	150000 dzd + platinum medal
40 years	180000 dzd + crown medal

Source: made by the student based on DAS internal documents

- Years of struggle to liberate the country: Considered as double counted years, similar to internal institutional experience.
- National service prior to appointments: Recognized similarly to experience outside of the company.
- Hazard allowance for physically demanding or dangerous tasks, the amount is fixed and pre-agreed.
- Night work, rest days, and paid holidays compensations, productivity and work result bonuses.
- Performance bonuses.
- Annual leave allowance.
- Evaluation bonus: employees are evaluated out of 20,30 or 40 Points depending on their role and rank at DAS.
- Workplace compensation: based on work location with southern regions, receiving more compensation than Northern, ones go to remoteness.
- Overtime allowance: applies when work is required beyond the legal weekly working hours, including weekends holidays or night time:
 For the first four overtime hours 50%
 After 48 hours of overtime 75%

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For overtime worked on rest days 100%

For overtime during nights and holidays 125%

Note: night work is between 9:00 p.m. and 5:00 a.m.

2.3. Travel and Distance Allowances

- **International Missions:** all expenses are covered when the distance exceed 50 km from the usual place of work or residence. The allowance is fixed and stipulated according to hotel rates, and it's varies based on professional category, mission location, travel duration.
- **Private Vehicle Uses for Service Purposes Compensation:** The use of a private vehicle for a reason of work gives the employee an allowance called **kilometric allowance**, depends on the distance, it must prior authorization from the designated supervisor. Beneficiaries of this allowance are exempt from using company vehicles though to have in received such authorizations. This compensation as the table below:

Table 7 : Kilometric Allowances

Distance between home and work place	Monthly compensation
Almost 10 km	3140 dzd
More than 10 and almost 20 km	3300 dzd
More than 20 and almost 30 km	3800 dzd
More than 30 and almost 40 km	4000 dzd
More than 40 and almost 50 km	4500 dzd
More than 50 and almost 60 km	4700 dzd
More than 60 km	5200 dzd

Source: made by the student based on DAS internal documents

- **Remote Worksite Compensation:**

Additional compensation is provided for those working in remote or distance locations as the table below:

Table 8 : Distance From Workplace Allowances

Distance between home and the work place	Monthly compensation
Less than 2 km	none
More than 2 and almost 3 km	2100 dzd
More than 3 and almost 6 km	4800 dzd
More than 6 and almost 12 km	5300 dzd

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More than 12 and almost 20 km	6500 dzd
More than 20 and almost 30 km	8000 dzd
More than 30 km	10000 dzd

Source: made by the student based on DAS internal documents

2.4. Retirement Compensation

At the end of service employees are awarded medals and gifts according to the length of service completed.

2.5. Individual Contribution Awards

Annual awards are given for best individual contributions. Managers set three contribution goals annually that the employees must achieve so they can get benefits individual raises and also professional development opportunities.

Carrier+ contribution + performance= the new remuneration system.

2.6. Other Allowances

- Social Assistance Grants: 15000 dzd
- Vehicle Purchase Loan: 70000 dzd
- House Purchased Loan: amount not specified

An employee is allowed to apply for a new loan to purchase a house or vehicle after fully repaying the initial loan.

3. Occupational Health Services

The primary objective of occupational health Services is to prevent any deterioration in the physical and mental health of employees caused by work. (Mattio & Cohen, mai 2019, p. 102), to achieve this, DAS strives to implement strict occupational health procedures related to safety, education , and treatments. It's also provides guidance to the employer, employee, and their representatives, regarding the measures to be taken to reduce occupational risks, improve working conditions, and contribute to employee retention.

3.1. Medical Healthcare Facilities

The social affairs direction-sonatrach has established simple and accessible mechanisms and actions to facilitate access to medical, surgical, radiological, and hematology services. The health services aimed to identify guide, support, and assist eligible beneficiaries, one of the most significant actions taken by the DAS to support employee health are the signing of

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agreements with private medical facilities, these facilities either operates within the DAS, or serve as external support structure, notable among them:

Table 9 : Medical Institutions

Medical facilities	Offers and services provided by it
CRMT Alger (within DAS)	General medicine, occupational medicine, medical analysis (hematology, biochemistry, immunology, bacteriology) Also medical imaging (traditional X-rays, mammography, panoramic imaging, ultrasound, intravenous urography) , dental surgery, cardiology unit (consultation, cardiac checkups, stress tests, blood pressure, cardiac ultrasound, Doppler echocardiography), ophthalmology unit (laser treatment), specialized medicine (diabetes, endocrinology, hematology, urology, nutrition, allergies, dermatology, psychiatry, general surgery, respiratory, and tuberculosis disease, vascular disease , gastroenterology endoscopy).
CMS.PMI (ex marcel Duclos) (outsider DAS)	Occupational medicine, maternity and child care, general medicine, gynecologic pediatric, mammography, school psychology, and paramedical services.
CMS hydra (outside DAS)	General and specialize medicine (ENT, pediatrics, gastroenterology, neurology, dermatology, urology, nephrology, endocrinology).
CMS borj el bahri (outside DAS)	General medicine and the specialized Care in genecology, pediatrics, endocrinology, gastroenterology, and school psychology.
CMS bab Ezzouar (outside DAS)	Specialized medicine (gynecology, respiratory, and tuberculosis disease, ENT, functional rehabilitation, school psychology, general medicine, medicine analysis, dental surgery, paramedical services.
CMS Ophthalmology (outside DAS, didouche mourad)	Provides eyes care and vascular imaging services.
CMS reda houhou alger (outside DAS)	General and specialized medicine (cardiology, rheumatology, neurology, psychiatric, orthopedic function, rehabilitation, urology, neurosurgery, paramedical care.
CMS Victor Hugo alger (outside DAS)	General and specialized medicine (gastroenterology, diabetes, respiratory and tuberculosis disease ENT).
CMS côte rouge (outside DAS, Hussein day)	General and specialized medicine (gynecology, pediatrics, psychology, and dental surgery

Source: made by the student

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“Tiers Payant” Program:

One of the latest and most notable healthcare programs is the “tiers payant” system which:

- Cover 80% of the total Service costs, with a cap of 250,000 dzd excluding cancer treatments, for which the fund allocates 15,000 dzd per session, with no limits on the number of sessions, this is one of the program's strongest support measures for cancer patients.
- Membership: 500 dzd per person each month.
Retiree membership: 6000 dzd each year. (An exemption for not pay the membership goes to the retirees with a pension less than 40000 dzd, and families of deceased workers.)
- Eligible beneficiaries:
Employees who are members and their spouses and children under 21, retired members and their spouses and children under 21, spouses and children under 21 of deceased retired employees.
Exceptions: children with disabilities or chronic illness are eligible for benefits regardless of age.

4. Social Activities: (Social Action and Protection)

4.1.Social Action

Its mission is to care for retirees, sick employees, and the families of decided workers by providing support and assistance related to transportation, accommodation, and hospitalization.

- **Death Assistance:** financial aid is granted to the family of the deceased employee.
- **Hospitalization Assistance:** these are expenses allocated to hospitalized patients, the DAS has signed agreements with Hotel establishments, to accommodate patients who require specialized medical Care and life far from their homes.
- **Thermal Spa Treatments:** annuals stay of organized at mineral water spas or the benefits of retirees and widows accompanied by one person.
- **Child Circumcision Campaigns:** Fully founded by the DAS, and organized during the month of Ramadan for the benefits of children of employees, retirees, persons with disabilities, and related associations.

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- **Retirement Day:** celebrated every February 24, with a reception ceremony honoring retirees and offering gifts in recognition of their years of services.
- **Medical Social Procedures:** these include welcoming retirees and employees, offering guidance, organizing medical appointment, visiting patients, and managing procedures in the event of death.
- **Airline Tickets Purchases for Secret Tires with Low Pensions (New Service Since 2022):** retirees earning pensions equal to or less than 40000 dzd, are eligible for the service when traveling within Algeria for medical treatment.
- **Loan of Paramedical and Orthopedic Equipment:** Equipment such as crutches, wheelchairs, walkers, medical beds, and braces, are loaned to patients for a recovery period for up to two month's renewable only once.

4.2.Social Protection

Its role is to provide financial assistance in accordance with established procedures, assistance for employees with special needs and disabilities (new service since 2023).

Also, the amount of financial aid is determined based on the beneficiary's income level and condition (active, deceased, retired, disabled, or incapacitated), as well as the urgency of their situation.

- **Financial Assistance:** is granted to people with disabilities who are related to sonatrach institution.
- **End of Career Gifts:** granted to employees upon retirement, this includes a financial reward, medals, certificates of appreciation, and lifetime access to all sonatrach medical facilities.
- **Aid for Disaster Victims:** financial support is provided to employees affected by fires, floods, landslides, and other natural disasters, upon presentation of an official reports issued by civil protection authorities such as fire forces.
- **Medical Equipment Purchase Aid (New Service Since 2022):** financial assistance is granted for purchasing medical equipment, such as oxygen machines, open submission of a prescription from a specialist doctor and matching invoices.
- **Support for Patients with Serious Illness:** financial assistance is granted to patients with serious disease, requiring high medical expenses, such as cancer patients.

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- **Secondary Assistance for Families of Deceased Employees:** granted to families of diseased employees or retirees with low incomes not exceeding 20,000 dzd. An amount of 15,000 dzd is granted annually.
- **Secondary Assistance for Retirees and Disabled Employees:** targeted at retirees and persons with disabilities who receives low wages.
- **Assistance for School Supplies:** financial assistance is provided at the beginning of the school for orphans, children of retirees, and disabled persons, whose pensions are less than 16,000 dzd. children must be age between 6 and 16. And a month of 10,000 is granted to families with three children.
- **Umrah Trips for Retirees and Widows:** are organized for retirees who have not benefited from this service before, and for widows with limited income.

5. Childcare Services

The direction of social affairs offers comprehensive care for children aged between 3 and 6 years, through its affiliated kindergartens. these provides pre-school education aimed to prepare children for social life and future academic learning, with special attention to psychology, educational, and medical framework.

✓ **Kindergarten Operation and Access:**

Kindergarten operation and access the kindergartens operates from September to June, Saturday to Wednesday, between 8:00 AM and 4:00 PM. The membership fee: 18000 dzd, and priority is given to children of working mothers at sonatrach.

Currently, the DAS kindergartens accommodates around 700 children, distributed across 5 kindergartens 3 located within the direction of social affair, and two outside it.

✓ **Educational Structure and Activities:**

Each class are called section and each section are active in a harmonized way with the other sections at the 5 kindergartens. the curriculum covers core subjects, such as Arabic language, mathematics, and others based on the principle of learning through fun, children also enjoy recreational and educational outings to zoos, circuses, farms, gardens, laboratories, and cultural sites such as museums and mosques.

Celebration is organized for national events like aid mawlid nabawi, knowledge day, and Mother's Day, plus on women's day, children make small gifts for their mothers as part of

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learning craft. Children engage in project based learning, for example animal studies with zoo visits, there's also horse riding and swimming lessons.

- **Specialized Services for Children with Special Needs:**

Programs are available for children with learning difficulties and autism, a dedicated team of professionals in speech therapy, Pediatrics, and pediatric dentistry is available, in case of any issues, a comprehensive care plan is provided for the child.

- **Weekly and Annually Program:**

Weekly, each preparatory class enjoys a gymnastic day and a swimming day, a rotation schedule gives each section access to the direction gardens, where children receive balance and nutrition meals, including three daily meals: breakfast, lunch, and the light snack.

- **Health, Safety, And Emergency Procedures:**

Each kindergarten is equipped with its own medical team and pharmacy to provide necessary medication. In case of an accident, the child is immediately transported and accompanied by a doctor and a nurse via the direction of social affairs ambulance to the nearest hospital. For sure parents are contacted without delay, and all staff members share responsibility for the child safety, parents also sign a safety and liability agreement with the institution.

- **End of Year Events and Recognition:**

At the end of the academic year, age-appropriate awards and a graduation ceremony are held for preparatory class students entering primary schools, children showcase what they have learned throughout the year.

- **Enrichment and Creative Programs:**

Every year, an agreement is made with a specialized educational institution to offer training in fine arts, theater, drawing, and music.

Children are taught values such as teamwork, sharing, communication, and self-expression.

- **Psychomotor and Social Developments:**

Children participate in psychomotor games that support both physical, and cognitive development, the environments encourage building friendship, social connections, and developing life skills that is essential for future academic success.

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- **Transportation Services:**

Sonatrach provides special buses transport children to and from the kindergartens, these buses pick up the children in the morning and return them to their parent's workplace within Sonatrach external structures by the evening.

- **Cost and Accessibility:**

A symbolic registration fee is charged which does not cover the actual expenses (18000 dzd), also each year a good budget goes to the learning programs, teaching tools, and games for renewed and updated, to ensure quality education and enjoyment.

6. Sports, Culture, And Leisure Services

The social affairs direction offers a wide range of social, cultural, and sports activities as essential services for employees and their families, as well as for retired employees and families of deceased employees.

These Services aim to promote employees well-being, safety, entertainment, and health, while also contributing to a better work-life balance.

- **Sports and Cultural Schools:**

- Sports schools open to active employees, retirees, people with disabilities, and families of deceased employees.
- Swimming schools require an annual registration fee.
- Availability of diverse sports including football, horse riding, kayaking, running, basketball, volleyball, and more.
- Cultural schools designed for children age from 8 to 12 years, offering activities that supports creativity and intellectual developments.

- **Sport Activities:**

- Competitive and popular sports targeted at employees, their families, retirees, and families of deceased employees.
- Internal competition is held among sonatrach difference regional teams.
- Recreational sports are accessible for employees, their spouses, retirees, and children from 8 to 12 years Old.

- **Cultural Activities:**

- Workshops organized for employees, retirees, and families of deceased workers.

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- Cultural evenings held for families to celebrate national occasions such as May the 1st, 8 March.
- **Outdoor Activities and Excursions:**
 - Nature excursions organized for the benefit of retirees, employees with disabilities, and families of deceased staff, offering trips to open and natural areas.
 - Weekend for adolescence is programs for pre-teenagers aged from 13 to 15 years old, one child per family, targeting employees, retirees, and families of deceased or disabled workers.
- **Holiday Centers and Child Programs:**
 - Children's holiday camps open to children aged from 8 to 12 years old, two children per family, for the benefits of employees, retirees, people with disabilities, and families of deceased workers.
 - Family camps to the families of active employees, retirees, deceased employees. Up to 8 family members can participate.
 - Tourism resort reserved for active employees, offering relaxation opportunities.
 - Thermal resorts, which is available to active and retired employees who haven't benefited from thermal treatment in the past 3 years.
- **International Travel and Religious Trips:**
 - International travel is available to active employees who haven't benefited from it in the past 3 years and have a minimum seniority of 5 years.
 - Umrah (religious pilgrimage): Granted to active employees who haven't previously traveled or benefited from the service in the past 3 years, and have at least 10 years of service.
 - Hajj financial assistance: provided once during the employee's career, for those who perform hajj independently, and haven't received this assistance before.
- **Vocational Training:** free training programs is offered in suing and hairdressing, available to employees and their children aged 18 and above.
- ✓ **Participation and access:**

Sports and cultural activities services run from October to June each year, and most of it are free of charge, but leisure services, such as travel and umrah, involved a registration fee and are allocated by lottery.

7. The Collective Agreements Between Sonatrach Group and The National Federation of Petroleum Gas and Chemical Workers, And The UGTA Role

Collective agreements exist between the sonatrach group and the national federation of petroleum, gas, and chemical workers, which represents the right and interests of employees also their duty, disagreements outlines the rights and obligations of both parties and governs their relationship within the framework of labor laws and mutual cooperation.

7.1.Key Provisions of the Collective Agreements

- **Employee Rights:**

- Fundamental rights and protections.
- Recognition and support for union rights and collective bargaining.
- Guarantees for social security, retirement, occupational health, safety, hygiene, and medical coverage at work.
- The rights to rest, Leave, and disputes resolution mechanisms.
- The right to strike, participate in the company's governing bodies, access to vocation Training, and professional advancement.
- Rights related to resignation, wages, bonuses, allowances, and access to Social Services.
- Protection from all forms of discrimination in the workplace.
- The company is responsible for ensuring the protection of employees while performing their duties.
- Employees are protected from any form of humiliation, threats, bullying, assaults... Etc.
- In case of material or moral harm sustained during work, the company is responsible for compensation or appointing someone to do so.

- **Employee Obligations:**

- Employees are expected to perform their duties diligently and proficiently, they must comply with the law, rules, and responsibilities outlined in the agreements.

7.2.Rule of The General Union of Algerian Workers UGTA

The national workers Union UGTA is active within the social affairs direction, it defends employee's rights, assists in a certain climb, and supports workers in disciplinary cases by seeking to reduce or mediate penalties when errors are committed.

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Conclusions of The Chapter:

In summary, this chapter has provided a dual perspective essential to the foundation of this research. The first section details the methodological choices that shaped the study's structure, insurance and scientifically grounded approach. The second part of it is a comprehensive insight into the institutional context of the direction of social affairs, presenting the missions and services of DAS and highlighting the reality of quality of work life within it. This chapter serves as a necessary prelude to the Final chapter, which will be devoted to analyzing the observations, interviews results, and discussion, also the key findings in light of the research questions and theoretical framework.

CHAPTER 03: RESULTS AND DISCUSSION

CHAPTER 03: RESULTS AND DISCUSSION

This chapter presents the results of the qualitative investigation conducted within the direction of social affairs-Sonatrach, focusing on the role of QWL in shaping employee loyalty. The first section offers a detailed analysis and interpretation of the data collected through semi-structured interviews and field observation.

The second section discusses the findings in relation to the theoretical framework and previous studies in chapter one, to identify areas of convergence and divergence and some critical views, as well as to emphasize the added value of this study, its limits and recommendations, and provide structured responses to the research sub-questions.

SECTION 01: DATA Analysis and Interpretation

This section presents the presentation and analysis of semi-structured interviews conducted with employees from DAS services and department. These experts or participants were carefully selected to represent various services and departments, all to ensure a diverse and comprehensive points of views on the phenomena of QWL and employee loyalty.

In addition, field observation is also analyzed to enrich the understanding of workplace dynamics, employee interactions, and the overall organizational environment. This allowed for more holistic view of the true reality of QWL and employee loyalty. The analysis is made by Nvivo 11 software, which facilitated the systematic coding and classification of the data.

Important Note: all charts, diagrams, and tables presented in this chapter are generated using Nvivo 11. The interpretation and analyses are based on our own perspective and critical reflection, and based on the result we obtained, taking into account the institutional and social context of the direction of social affairs SONATRACH.

I. The Direct Observation Analysis

We set a table to analyze our direct observation at the direction of social affairs. the observation guide contains 6 themes that only can be seen, noticed, and felt through the direct observation:

Table 10 : Observation Analysis

Theme	Observation
-Work Environment	External environment: strategically located in the city center of hydra, an area known for its continuous activity and accessibility to various facilities, Safe location, the building exterior is well-organized and reflects sonatrach reputation, the logo and a visible display of the social services offered

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	<p>(childcare, medical, sports, recreation) prominently featured at the entrance, the main entry point is carefully guarded.</p> <p>Internal environment: good ventilation, refreshment air, proper lighting, wide corridors lined with trees and different flowers and plants, comfortable and calming atmosphere that helps reduce work pressure. Although the interior design is simple and not really modern, but its continuously being renovated and upgraded. The building includes several relatively spacious offices spread across multiple floors, each designated for specific functions. The windows generally overlook greenery, adding to sense of tranquility.</p> <p>From this observation, we concluded that the physical workplace is one of the important dimensions of quality of work life, as it facilitates employee tasks and encourages them to remain in DAS longer, and that what boost their engagement</p>
<p>-Safety, Hygiene, And Health</p>	<p>The level of safety is high, entry and exit are only permitted after verifying employee identity and inspecting vehicles.</p> <p>the cleanliness standards are well maintained thanks to the diligence of cleaning and gardening staff who work regularly. This applies to the cleanliness of the cafeteria as well, where utensils, corridors, tables, and queues are kept clean and well-organized.</p> <p>Through this observation, we confirmed that security and cleanliness are crucial components of quality of work life. If they are lacking, the overall quality declines, which in turn may reduce employee commitment to DAS.</p>
<p>-Attitude And Employee Behavior</p>	<p>employee's behavior appeared normal and non-hostile. exhibited calmness, composure, tendency to address problems through reasonable dialogue.</p> <p>responded helpfully to any questions we asked within their capacity.</p> <p>This indicates that individual personality plays a key role in maintaining workplace harmony, making it an important factor that enhances the QWL.</p>
<p>-Work Relationships, Teamwork, And Communication</p>	<p>work relationships appeared to be positive, marked by mutual understanding and consultation. Senior staff communicated well with junior colleagues, greetings were commonly exchanged, and everyone seemed to be working collaboratively toward the institution's goals.</p> <p>This confirms that healthy interpersonal relationships are not one of the key factors motivating employees to perform their work effectively.</p>
<p>-Stress At Work</p>	<p>Stress was noticeable, mainly due to the heavy workload and the pressure of managing multiple tasks simultaneously. Despite their efforts, employees often appeared to be under time constraints.</p> <p>This observation ensured us that work overload is one of the main factors that negatively affects QWL.</p>
<p>-Appreciation And Thanks</p>	<p>Appreciation was visibly present, employees thanked each other when someone completed a task or handled a side responsibility.</p>

	<p>This suggests that expressions of gratitude and recognition are essential elements that improve QWL and encourage employee to stay committed, loyal, and works harder.</p>
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Sources: made by the student

In conclusion, through the direct observation, it became evident that several tangible and intangible elements, such as: the physical environment, safety, interpersonal relationships, and appreciation, contributed significantly to the overall QWL. While many positive aspects were noted, such as calm work atmosphere and mutual respect among employees; there's some challenges represented by workload related stress persist. These insights confirm the fundamental role that workplace environment plays in shaping employee engagement and loyalty.

II. The Semi-Structured Interviews Analysis

According to the Nvivo11 software, the four analysis approaches were used to analyze our interview as it is below:

1. The Lexical Approach Results Analysis

“lexical analysis focuses on word frequency and proximity in a text, it builds a matrix showing which words appear in which units of text, then uses statistical techniques (like correspondence) to identify patterns, categories, and contrasts. It offers objectivity by analyzing data without predefined categories” (FALLERY & RODHAIN, 2007).

Through the lexical approach, which is based on frequency statistics and the semantic similarity between the words used in the interviews, Nvivo 11 were employed to extract a list of the most frequently used words.

The analysis is limited to words composed of 4 letters or more, and only those with clear relevance to the research topic were retained for further interpretation.

Out of the **100** words initially identified by the software, **21** keywords directly related to the study core concepts were selected. The frequency distribution of these terms indicates that participants consistently used language closely aligned with the themes of quality of work life, loyalty, motivation, and social affairs direction support.

The term (**work**) emerged as the most frequently mentioned word, with **304** repetitions and a weighted percentage of **6.71%**, highlighting its central role in the discussions. It was followed by (**life**) with **145** repetitions (**3.54%**), and (**quality**) with **107** mentions (**2.63%**),

CHAPTER 03: RESULTS AND DISCUSSION

emphasizing the importance of quality in the work experience. Terms such as (**services: 81** mentions, **1.69%**) and (**training: 93** mentions, **1.63%**) reflected operational and developmental dimensions within the workplace.

Other critical keywords included:

Loyalty (46 mentioned, **0.95%**), **motivation (51** mentions, **1.01%**), **good (75** mentioned, **0.94%**), **well (51** mentioned, **0.94%**), **fairness (39** mentioned, **0.72%**).

Additionally, the analysis revealed terms related to the organizational environment such as **organization (60)**, **support (75)**, and **employee (43)**, as well as concepts linked to balance and well-being including **balance (44)**, **financial (29)**, and **social (31)**.

These findings demonstrate that the lexical data clusters around three main aspects:

Operational aspects (work, services, training...), **quality of work life** and **continuous improvement** (quality, good, well...), and **personal and motivational factors** (loyalty, motivation, work life balance...).

Table 11 : Word Frequencies By Nvivo11

Word	Length	Number	Weighted percentage	Similar words
Work	4	304	6,71	bring, influence, influenced, make, makes, making, played, plays, process, processes, shape, shaping, solving, studies, turn, work, working, workplace
Life	4	145	3,54	life, live, lives, living
quality	7	107	2,63	character, prime, quality, selected
Services	8	81	1,69	availability, help, helped, helpful, serve, serves, service, services
Training	8	93	1,63	conditions, development, direction, directly, education, educator, prepare, takes, taking, training, trainings
Organization	12	60	1,26	administrative, direction, directly, government, organization, organizations, organize, organized, prepare, system, union
Support	7	75	1,24	assist, assistant, back, confirm, defending, encourage, encouraged, encouragement, encouraging, funded, help, helped, helpful, holding, keep, keeps, live, lives, living, standing, support, supported, supporting, supportive, supports, sustainable

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Affected	8	52	1,19	affect, affected, affecting, affects, emotional, emotionally, heart, impact, impacted, impacts, impression, involves, involving
Employee	8	43	1,07	employee, employees, employees'
Balance	7	44	1,04	balance, equal, equality, equally
Motivation	10	51	1,01	incentives, motivate, motivated, motivates, motivation, motivators, needs
Loyalty	7	46	0,95	commitment, dedicated, loyalty
Good	4	75	0,94	beneficial, effect, effective, effectively, effectiveness, full, good, honestly, just, practical, practices, respect, rights, safe, secure, skilled, skills
Position	8	51	0,94	align, aligned, confirm, favor, favorable, officer, offices, perspective, perspectives, position, positive, positively, sets, side, status
Well	4	51	0,94	comfort, comfortable, comfortably, good, health, well
Experience	10	53	0,87	experience, experienced, feel, feeling, know, live, lives, living, receive, received
Environment	11	35	0,86	environment, environments, surrounds
Dimension	9	32	0,80	Dimension
Social	6	31	0,77	social, sociale
Financial	9	29	0,72	financial, financially
Fairness	8	39	0,72	clean, fair, fairly, fairness, honestly, just, mediocre, reasons, somewhat

Source: made by the student using Nvivo 11

In order to highlight the key terms most commonly used by the respondents or experts, a **word cloud** is generated by using Nvivo 11. This visual representation makes it easier to infer which concepts stood out the most based on their frequency. The size of each word in the cloud reflects how often it was mentioned during the interviews. Notable terms such as work, life, quality, support, services, training, motivation, balance, employee, loyalty, and more.

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correlation coefficient) and **expert 8** with **expert 7 (0.8623** correlation coefficient) this indicates that the experts hold similar perspectives as reflected in their answers.

The last ranking belonged to both: **expert 8** and **expert 1**, who seem to have a slight difference in opinion as the percentage remains high by **0.774**.

The closer the coefficient is to 1, the stronger the conceptual and linguistic similarity between two experts.

Table 12 : Pearson Correlation Coefficient Table

Source A	Source B	Pearson Correlation Coefficient
expert 3 union member	expert 2 head of finance departments	0,863142
expert 7 staff region alg	expert 5 head of the personal service	0,862458
expert 8 head of aps	expert 7 staff region alg	0,862372
expert 7 staff region alg	expert 6 nurse	0,86023
expert 7 staff region alg	expert 4 head of sca	0,85915
expert 6 nurse	expert 3 union member	0,855751
expert 5 head of the personal service	expert 3 union member	0,855193
expert 6 nurse	expert 5 head of the personal service	0,852495
expert 7 staff region alg	expert 3 union member	0,850225
expert 4 head of sca	expert 3 union member	0,848659
expert 8 head of aps	expert 4 head of sca	0,848649
expert 8 head of aps	expert 5 head of the personal service	0,848282
expert 6 nurse	expert 4 head of sca	0,847997
expert 5 head of the personal service	expert 2 head of finance departments	0,847374
expert 8 head of aps	expert 3 union member	0,846006
expert 8 head of aps	expert 6 nurse	0,845819
expert 4 head of sca	expert 2 head of finance departments	0,833525
expert 7 staff region alg	expert 2 head of finance departments	0,833365
expert 5 head of the personal service	expert 4 head of sca	0,831118

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expert 6 nurse	expert 2 head of finance departments	0,830763
expert 8 head of aps	expert 2 head of finance departments	0,820626
expert 6 nurse	expert 1 educator	0,804091
expert 3 union member	expert 1 educator	0,801878
expert 7 staff region alg	expert 1 educator	0,798518
expert 2 head of finance departments	expert 1 educator	0,795646
expert 5 head of the personal service	expert 1 educator	0,795281
expert 4 head of sca	expert 1 educator	0,777602
expert 8 head of aps	expert 1 educator	0,774408

Source: made by student using Nvivo11

To add, the following **diagram** shows the correlation between expert's opinions, which is more evident that what was stated in the table mentioned above.

We noticed that **expert 1** remains by its self, means that she's the expert that gives the most different and unique ideas, and a vary point of view unlike the others. About **expert 6** she also considers giving unique point of view but she still has common points with **expert 5** and **expert 7**.

Figure 7 : Correlation Between Expert's Ideas Diagram



Source: made by the student using Nvivo11

3. The Cartography Cognitive Approach Results Analysis

“cognitive mapping creates a visual diagram or graph of key ideas and their relationships based on textual data. It reflects how individual or groups organized their thoughts, often derived from interviews or written content” (FALLERY & RODHAIN, 2007).

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In the context of the cognitive cartography/mapping approach, a deeper analysis is conducted to explore how each interviewee/ expert conceptualized key notions or how much each one of them mention the word of (quality of work life and loyalty), and that's what it called coverage rate.

Using Nvivo11, two coverage tables are generated to reflect the extent to which each expert addressed these two core concepts. These tables offer a quantitative view of conceptual emphasis among experts.

For example, based on our table below, the **expert 6** have mentioned the word “**quality of work life**” **the most** with a coverage percentage **7.53%**, and the one who mentioned “**quality of work life**” **the least** are **expert 1** by a coverage percentage of **4.83%**.

In that table of quality of work life coverage, it is shown that the topic of quality of work life are significantly mentioned by all the experts from **4.83%** to **7.53%** coverage percentage, which indicate that quality of work life is one of the prominent concepts emphasized, reflecting the importance of this topic to the experts in the context of the work environment they are in.

Table 13 : Coverage Table Of The Word (Quality Of Work Life)

Name	In Folder	References	Coverage
expert 1 educator	Éléments internes	80	4,83%
expert 2 head of financ departments	Éléments internes	64	5,71%
expert 3 union member	Éléments internes	74	6,44%
expert 4 head of sca	Éléments internes	68	6,50%
expert 5 head of the personal service	Éléments internes	69	6,31%
expert 6 nurse	Éléments internes	70	7,53%
expert 7 staff region alg	Éléments internes	67	7,38%
expert 8 head of aps	Éléments internes	65	6,75%

source: made by the student using Nvivo11

On the other hand, the table below concern the coverage percentage of the word “**loyalty**” based on all the experts mentions in their answers, which is from **0.68%** by **expert 2** and **3** to **0.89%** by **expert 5**, again it's reflects the importance and interest of experts about this topic.

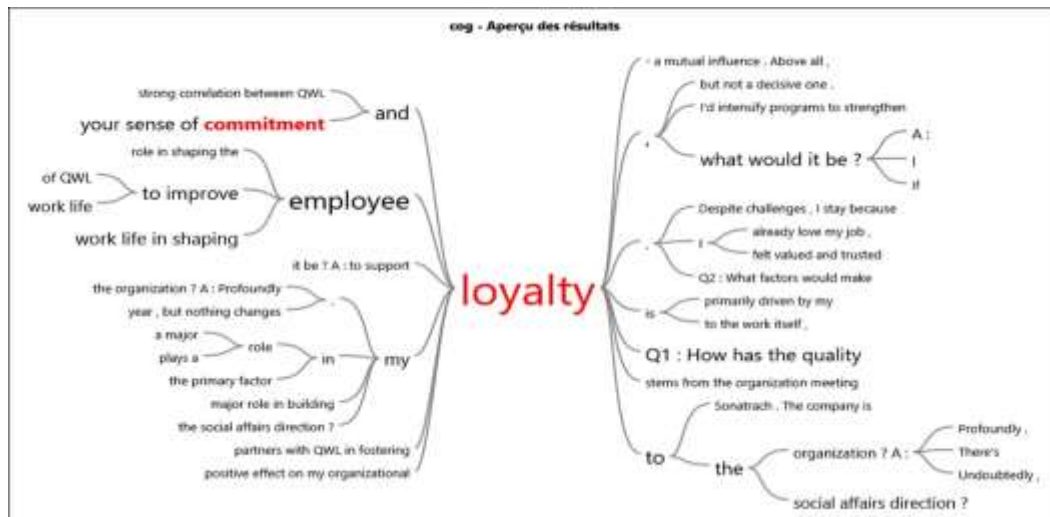
Table 14 : Coverage Table Of The Word (Loyalty)

Name	In Folder	References	Coverage
expert 1 educator	Éléments internes	9	0,83%
expert 2 head of financ departments	Éléments internes	5	0,66%
expert 3 union member	Éléments internes	5	0,66%
expert 4 head of sca	Éléments internes	6	0,85%
expert 5 head of the personal service	Éléments internes	6	0,89%
expert 6 nurse	Éléments internes	5	0,79%
expert 7 staff region alg	Éléments internes	5	0,82%
expert 8 head of aps	Éléments internes	5	0,78%

Source: made by the student by using Nvivo11

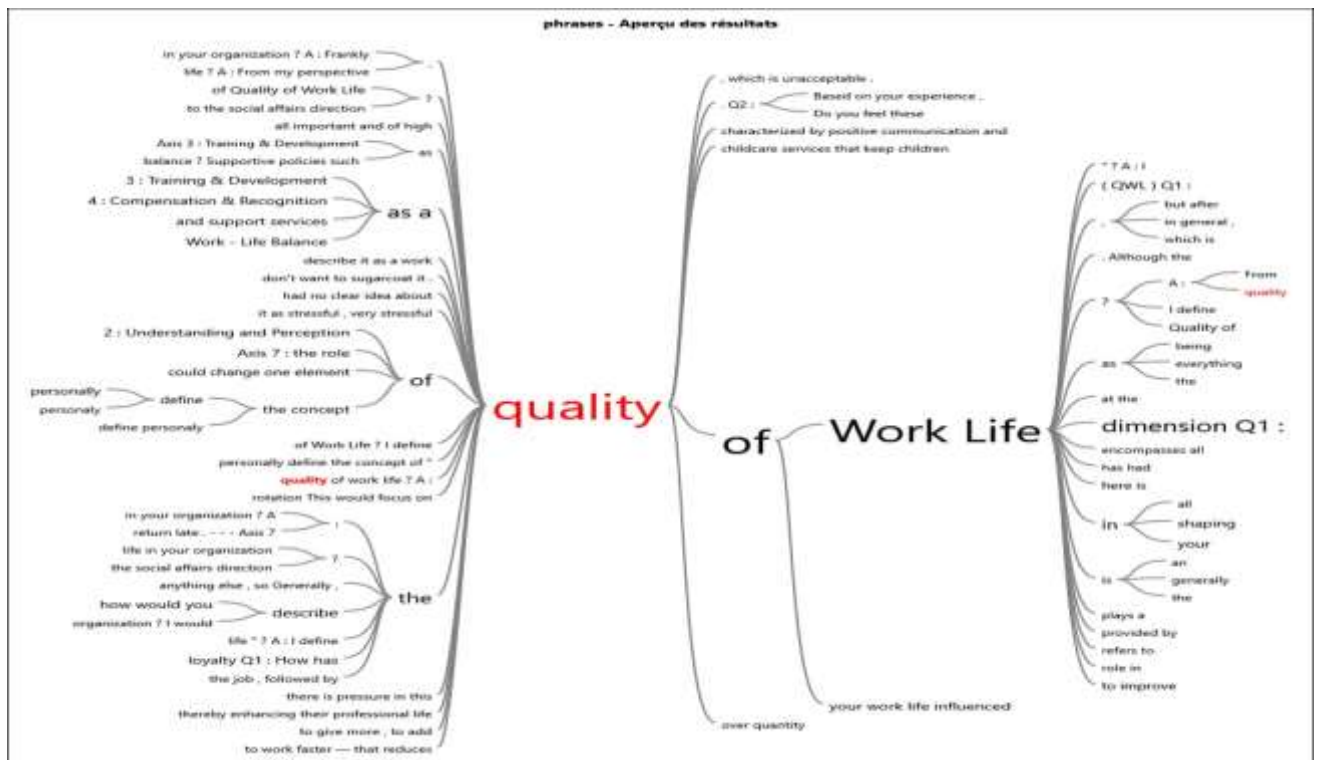
In addition, two **conceptual maps** were produced to illustrate the cognitive structure behind the respondent’s discourse, as it is below:

Figure 8 : The Word “Loyalty” Cognitive Map



Source: made by the student using Nvivo11

Figure 9 : The Word “Quality” Cognitive Map



Source: Nvivo11 software output

Each map visualizes how central terms (**quality of work life and loyalty**) are semantically and logically linked to other supporting concepts. These connections reveal chains of meanings, that when assembled, form coherent propositions which reflect the expert’s mental representations such as: the quality of work life dimensions, major role in building my loyalty is the work itself.

The maps thus provide a rich, global, structured view of expert’s perspective, making it possible to identify common themes and deeper insights about the role of quality of work life in shaping the employee loyalty.

4. Thematic Approach Results Analysis

“Thematic analysis involves coding and categorizing text to interpret its content. Unlike automated methods, it relies on the researcher’s judgment to define themes, often supported by (software Nvivo, Hyper Research...). it allows interpretation of complex and varied data while maintaining transparency through structured coding” (FALLERY & RODHAIN, 2007).

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We have arrived to the **most essential approach**, as the data cannot be analyzed without prior coding of the sources. The interviews were structured around **six key axes**:

Understanding and perception of QWL, training and development, compensation and recognition, support and social affairs services (healthcare, childcare, sports, recreation), work life balance, and finally the role of QWL in shaping employee loyalty.

The responses were coded based on the axes explored by the interview questions.

For instance, **the first axis** captured how employee define and perceive QWL and what factors contribute to their job satisfaction and well-being. Secondly, **the second axis** focused on training and development and its role in engagement and growth.

Thirdly, **the third one** dealt with perceptions of fairness and recognition in rewards. furthermore, **the fourth** examined support services provided by the direction of social affairs like healthcare, childcare, recreation and sports. Moreover, **the fifth** addressed the balance between work and personal life, while finally, **the sixth** explored the role of QWL on organizational commitment and loyalty and the desire to remain with or leave the company.

Each axis was analyzed by identifying recurring ideas and patterns among experts.

Coverage percentages are calculated for each expert input, and a general matrix was developed to visualize how each axis was addressed by each expert across the interviews.

Note: the actual axis 1 is about personal information that is coded as characteristics like gender, job position, and that explains why we started from axis 2 as axis 1 in the analysis below, it is basically to keep our work structured and organized.

4.1. Coverage Percentage

The coverage percentage is used to determine the extent to which each interviewee focused on a particular theme/axis or node during the interview. this percentage is calculated by dividing the number of words an expert used to discuss a specific axis by the total number of words spoken by that same expert throughout the entire interview, then multiplying by 100.

For example, if an interviewee used 150 words to speak about training and development out of a total of 1000 words during the interview with this same expert, the coverage percentage for that will be 15%.

Table 15 : The Expert’s Coverage Percentage

	Axis 1	Axis 2	Axis 3	Axis 4	Axis 5	Axis 6
Expert 1	14,50%	4,98%	7,23%	6,13%	6,03%	11,92%
Expert 2	9,83%	4,61%	7,38%	3,74%	5,72%	6,28%
Expert 3	12,71%	3,89%	4,48%	4,89%	4,69%	7,95%
Expert 4	8,47%	4,30%	4,58%	7,25%	4,72%	9,94%
Expert 5	10,86%	5,81%	6,60%	4,72%	4,98%	7,23%
Expert 6	9,95%	3,63%	5,17%	5,88%	5,67%	6,82%
Expert 7	4,97%	4,17%	8,52%	4,69%	3,23%	9,86%
Expert 8	9,63%	3,49%	7,14%	5,71%	2,76%	7,74%

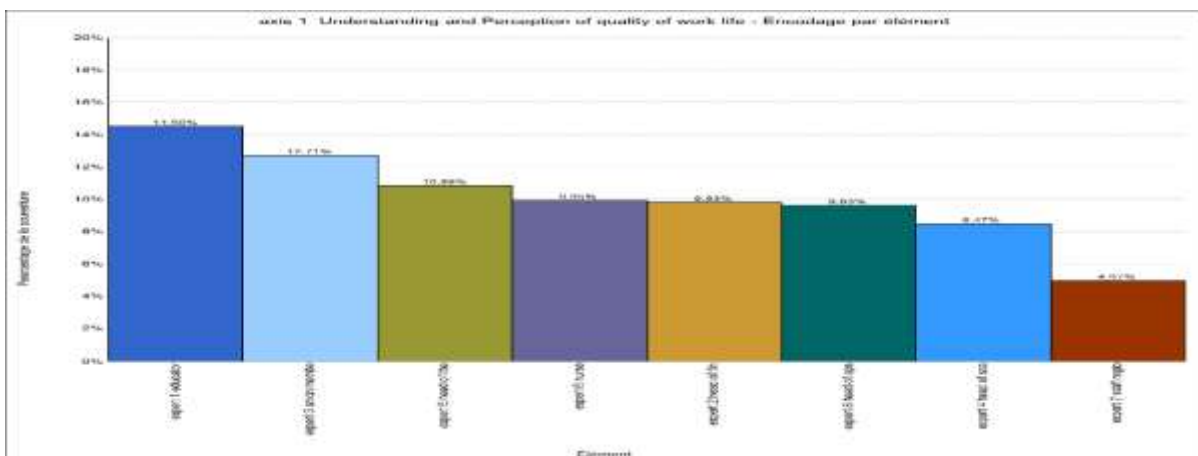
Source: made by the student using Nvivo 11

By reading the table above, we noticed that the one who has the largest coverage percentages is the **expert 1 (Axis 1: 14.50%, axis 2:4.98%..., axis 6: 11.92%)** which means that this specific expert did **cover well the axes**, gives us **valuable and various answers**, and surely has **more knowledge** about all the axes of the study.

After, it comes the **expert 5** then **expert 3**, right then is **expert 4**, **expert 2**, **expert 6**, **expert 8**, and finally **expert 7** who has the least percentages cover that means his **knowledge is kind of limited** compared to the others.

To add for more understanding and clearness, these **six bar charts** below helps highlight which axis were most emphasized by each participant, providing a clearer understanding of the relative importance they assign to each dimension of the quality of work life and also loyalty:

Figure 10 : The Expert’s Coverage Percentage Of The Axis 1



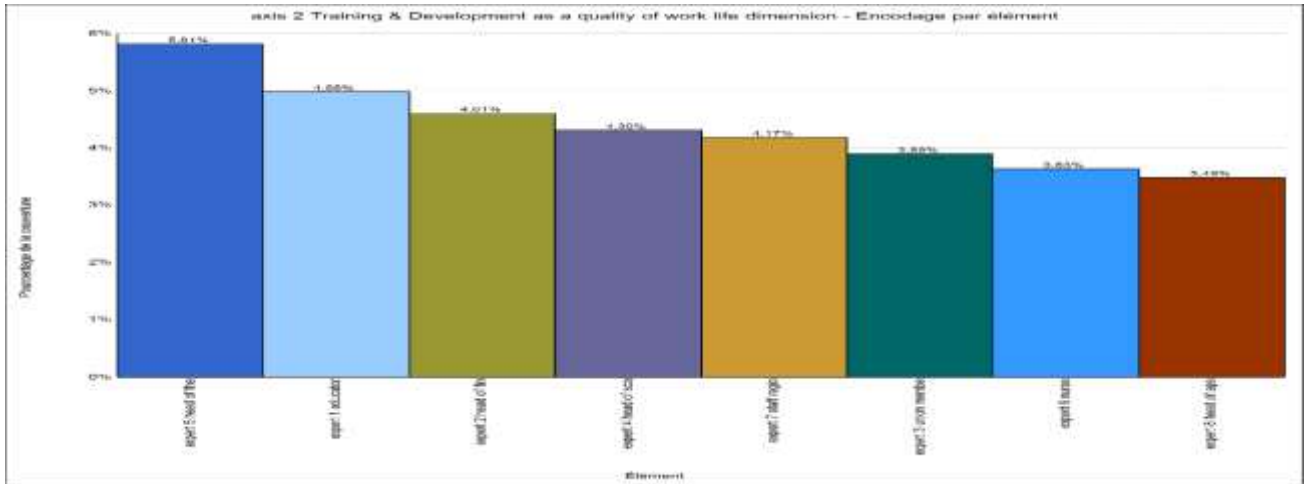
Source: Nvivo 11 output

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Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 1 moving to the least one, based on each one’s coverage percentage:

Expert1>expert3>expert5>expert6>expert2>expert8>expert4>expert7.

Figure 11 : The Expert’s Coverage Percentage Of The Axis 2

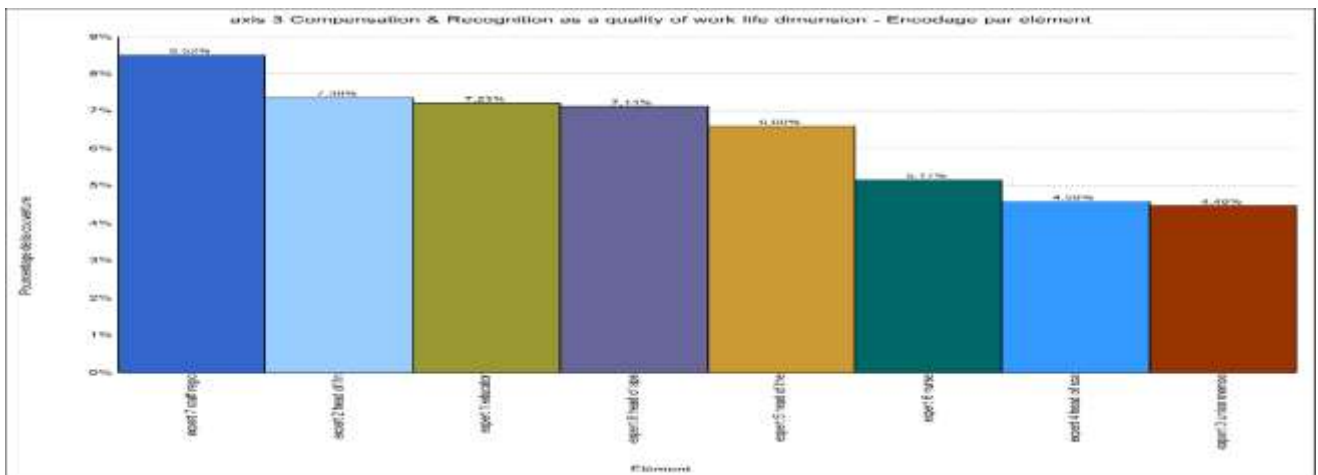


Source: Nvivo 11 software output

Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 2 moving to the least one, based on each one’s coverage percentage:

Expert5>expert1>expert2>expert4>expert7>expert3>expert6>expert8.

Figure 12 : The Expert’s Coverage Percentage Of The Axis 3



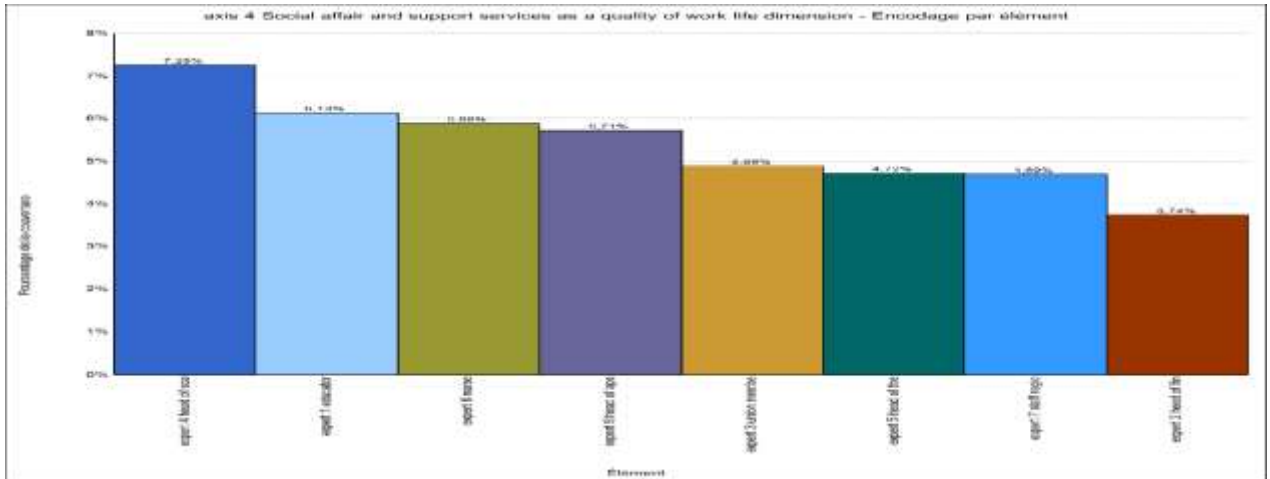
Source: Nvivo 11 software output

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Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 3 moving to the least one, based on each one's coverage percentage:

Expert7>expert2>expert1>expert8>expert5>expert6>expert4>expert3.

Figure 13 : The Expert's Coverage Percentage Of The Axis 4

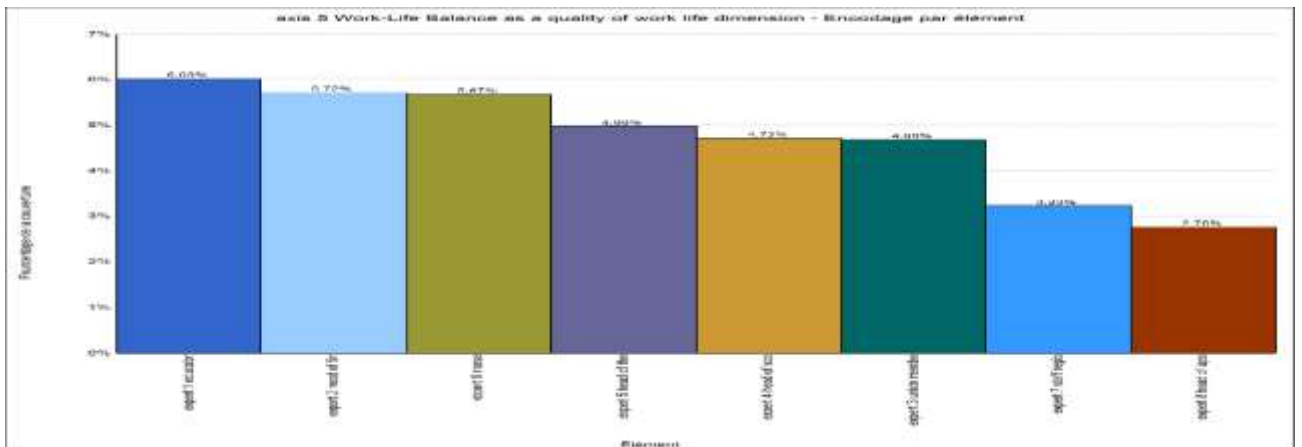


Source: Nvivo 11 software output

Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 4 moving to the least one, based on each one's coverage percentage:

Expert4>expert1>expert6>expert8>expert3>expert5>expert7>expert2.

Figure 14 : The Expert's Coverage Percentage Of The Axis 5



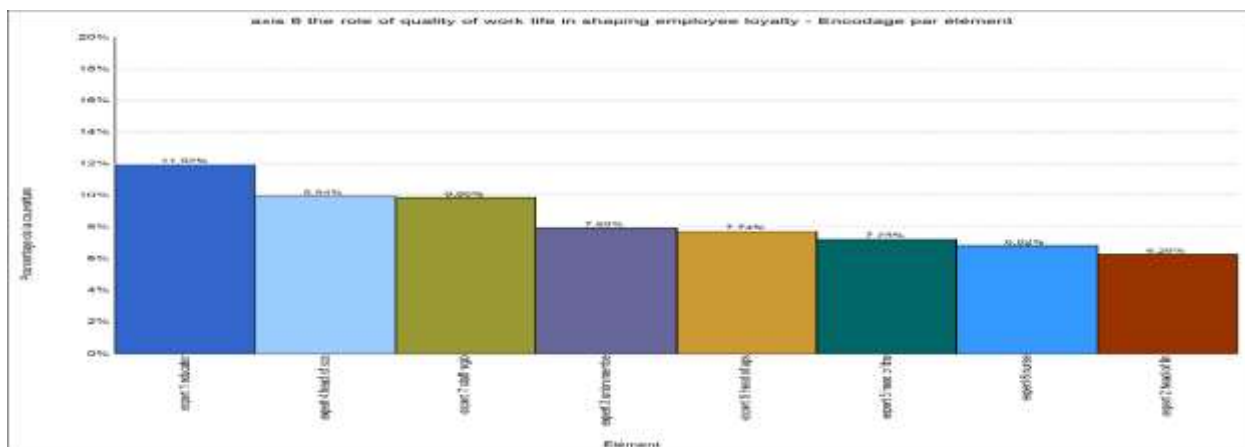
Source: Nvivo 11 software output

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Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 5 moving to the least one, based on each one's coverage percentage:

Expert1>expert2>expert6>expert5>expert4>expert3>expert7>expert8.

Figure 15 : The Expert's Coverage Percentage Of The Axis 6



Source: Nvivo 11 software output

Based on the bar chart above we clearly noticed the classification of experts, starting by the expert that covered the most of axis 6 moving to the least one, based on each one's coverage percentage:

Expert1>expert4>expert7>expert3>expert8>expert5>expert6>expert2.

4.2. Interviews Matrice

The matrices were analyzed based on each axes of the interview guide:

Axis 1: Understanding and Perception of Quality of Work Life (QWL)

Question 1: how would you personally define the concept of “quality of work life”?

Question 2: based on your experience, how would you describe the QWL at the social affairs direction?

Question 3: what aspects of your work environment most influence your job satisfaction and well-being?

Table 16 : Matrices Of Axis 1

Expert	Expert answers
Expert 1	<p>1. no clear idea about quality of work life</p> <p>It's more than written definitions I see it as teamwork, good work relationships, a comfortable workplace with suitable conditions that motivate you to give more</p> <p>Quality of Work Life is an environment where I feel comfortable and well-supported in all aspects of my life. It serves not only me but also my family, contributing to our overall well-being</p> <p>2. Quality of work life here is somewhat complicated and lacking, there is pressure in this quality of work life is expected given the nature of the job and the responsibilities it entails</p> <p>It doesn't motivate me to go the extra mile</p> <p>I'd say it's unstable. While material conditions are suitable the moral environment has shortcomings</p> <p>it's deficient</p> <p>3. my shift is 8 AM to 4 PM, but I must stay until 5 or 6 PM to supervise late pickups of children without additional staff</p> <p>Parents aren't always appreciative</p> <p>symbolic annual bonus of 2000 DZD is not enough</p> <p>Dietary restrictions (e.g., celiac disease) aren't accommodated</p> <p>no lunch breaks</p> <p>ending the day without any incidents</p> <p>good relationships among staff</p> <p>stable work atmosphere</p>
Expert 2	<p>1. I define the quality of work life as the work environment that yields good productivity while also providing comfort not one that increases anxiety or reduces efficiency</p> <p>a clean workplace where you can work comfortably</p> <p>2. quality of work life here is deficient and needs improvement</p> <p>but it's not terrible it's inconsistent</p> <p>good, and I'm satisfied with it in general.</p> <p>3. relationships, communication among staff</p> <p>lack of encouragement from higher-paid colleagues</p> <p>employees lack of professional ethics</p> <p>work environment</p> <p>pressure</p> <p>colleagues don't respect deadlines</p>
Expert 3	<p>1. quality of work life encompasses all benefits (material and moral) that employees gain from their work, shaping their work environment and determining whether their QWL is good or bad.</p> <p>2. quality of work life here is similar to other companies</p>

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	<p>but with one key difference: the social services we provide (recreation, sports, healthcare, childcare)</p> <p>it's more of a humanitarian social service than anything else</p> <p>the quality of work life at the direction of social affairs is good, and I'm satisfied with it.</p> <p>3. the pressure in my work environment</p> <p>the constant innovation in medical care and other areas excites me</p> <p>the directorate regularly signs agreements with new health centers and opens new medical specialties</p> <p>leisure activities</p> <p>dynamic work</p>
<p>Expert 4</p>	<p>1. quality of work life is the most important element in an organization</p> <p>It represents all the means provided by the institution that facilitate and improve employees' working conditions, thereby enhancing their professional life quality.</p> <p>2. a work quality characterized by positive communication and exchange between colleagues</p> <p>mutual respect</p> <p>trust</p> <p>fairness</p> <p>and non-discrimination</p> <p>3. my work environment</p> <p>material and moral incentives</p> <p>recognition for various achievements</p>
<p>Expert 5</p>	<p>1. I define Quality of Work Life as everything that surrounds the employee at the workplace and affects their psychological well-being</p> <p>clean and organized environment where tasks are completed fully within the workday, without delays or forced overtime.</p> <p>2. stressful</p> <p>very stressful quality of work life</p> <p>Although the dynamic environment is a positive aspect</p> <p>the pressure is intense.</p> <p>I am contacted during my days off and consulted about minor issues due to my position</p> <p>it becomes exhausting when excessive</p> <p>3. relationship with colleagues</p> <p>the workload</p> <p>the frequent necessity to work overtime significantly</p>
<p>Expert 6</p>	<p>1. Quality of Work Life refers to having good relationships with colleagues and supervisors</p> <p>working calmly without pressure</p> <p>being in a stable and secure work environment.</p> <p>2. quality of work life is generally stable here, which is a positive aspect, especially in our department</p>

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	<p>even though healthcare is known to be inherently stressful. This is mainly due to the competence and efficiency of our medical staff.</p> <p>3. work pressure</p> <p>lack of understanding from the parties we interact with.</p>
Expert 7	<p>1. the psychological, material, and social conditions that shape the human work environment.</p> <p>2. work pressure</p> <p>continuous problem-solving and dealing</p> <p>additional tasks</p> <p>strict supervision</p> <p>3. appreciation</p> <p>recognition</p> <p>respect</p> <p>fair evaluation of the work I perform</p>
Expert 8	<p>1. Quality of Work Life refers to a professional environment that is both materially and morally adequate.</p> <p>On the material side, this includes access to digital tools and adequate equipment to facilitate work</p> <p>On the moral side, it involves good interpersonal relationships, mutual respect, appreciation, effective communication, and adequate medical coverage.</p> <p>2. being in continuous improvement</p> <p>3. workplace conflict</p> <p>work-related issues escalate into personal disputes over time</p>

Source: Made by the student using Nvivo 11

The experts provided us with valuable insights and perspectives regarding their own definition of quality of work life (QWL), as well as descriptions of their actual work life quality within the direction of social affairs (DAS). They also identified several aspects that influences their well-being in the work environment.

Regarding the definition of QWL, the experts confirmed that it is both something tangible and intangible at the same time. As expert 1 mentioned, *“it’s more than written definitions, I see it as team work, good work relationships, a comfortable workplace with suitable conditions that motivate you to give more”*.

Most of them emphasized that it is about how stable the employee’s work life is, and how clean, advanced, stable, and organized the work environment and its conditions are. it should provide them with all the comfort needed to focus on their tasks, which ultimately determines whether their QWL is good or not.

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QWL is a factor that directly affects the employee's psychology, it can either bring happiness and satisfaction or lead to depression.

As for their **description of their actual QWL in the direction of social affairs** based on their experience, the opinions divided into two categories:

Some experts indicated that it is good and stable, with several advantages not found in other institutions, such as the excellent training programs and social services provided by the DAS like childcare, healthcare, sports, and recreation. They also mentioned good relationships, respect, communication, and mutual trust, noting that it is constantly improving. As expert 8 stated, *«being in continuous improvement»*.

On the other hand, some experts pointed out that their QWL is lacking and complicated due to constant pressure, mostly caused by their responsibilities, ranks, and heavy workload. They also mentioned that they don't stick only to their official duties, additional tasks are constantly assigned at the expense of their comfort, and they are obliged to comply, as expert 2 said, *“quality of work life here is deficient and needs improvement”*, which contracted the opinion of those experts who are satisfied with their QWL at DAS.

Finally, regarding **the aspects that influence their well-being and satisfaction**, the responses were largely similar. What negatively affects them includes: long and exhausting working hours from 8:00 am to 4:00 pm and some even have to work overtime, as expert 1 said: *“my shift is from 8:00 am to 4:00 pm. But I must stay until 5:00 pm to supervise late pickups for children”*.

Also lack of encouragement and support from supervisors, lack of work-related skills and ethics, pressure, missed deadlines, lack of respect, personalizing conflicts, and not appreciating the efforts made.

What positively affect them includes: ending the day without problems, good relationships and communication, a stable work environment, continuous improvement in services, programs, and equipment, work dynamism, mutual respect, appreciation, both financial and non-financial rewards, accurate and fair performance evaluation.

These findings align with the broader literature on QWL, which identifies the work environment, interpersonal relationships, and organizational support as crucial factors influencing employee well-being and psychological health.

Axis 2: Training and Development as A Quality of Work Life Dimension

Q1: How would you evaluate the professional development opportunities offered to you?

Q2: In what ways have training initiatives affected your engagement or growth?

Table 17 : Matrices Of Axis 2

Experts	Experts answers
Expert 1	<p>1. very satisfying training programs are rich in content trainers are outstanding financial and logistical aspects are well-managed to ensure our comfort and focus benefited</p> <p>2. profoundly impacted me because training programs are 100% practical I gain teaching technical and emotional skills like understanding children's needs and adapting teaching methods gain tangible and noticeable skills and boost its growth. learned how to earn respect</p>
Expert 2	<p>1. limited in number and frequency truly qualified meet new people and learn something new, for work or for personal growth fair</p> <p>2. definitely enhanced my job-related skills I'm more efficient and productive work has become easier save time and ensure my professional development</p>
Expert 3	<p>1. very satisfied 8/10 short but rich training courses new people and learn something new</p> <p>2. personal growth led by field specialists update our knowledge and skills supporting our professional development and make the work easier</p>
Expert 4	<p>1. very positive new competencies performance improvement benefiting</p> <p>2. impacted us by increasing our knowledge, skills, and experience, making our work easier build new relationships and mutual understanding through feedback exchanges</p>

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<p>Expert 5</p>	<p>1. supported me through various beneficial training programs such as English language courses, GPEC, payroll, labor law, recruitment, human resource management, and NLP. as extremely valuable and applicable</p> <p>2. enhanced my professional skills but also contributed to my personal growth and the development of my personality</p>
<p>Expert 6</p>	<p>1. not received any training opportunities since I joined negative aspect not experienced it</p> <p>2. i guess significant knowledge is constantly evolving must keep up with the latest advancements</p>
<p>Expert 7</p>	<p>1. satisfactory and valuable fully utilized diverse and well-funded</p> <p>2. advanced my career engagement and growth. learning and development chances practical nature learn by doing real professional progress</p>
<p>Expert 8</p>	<p>1. highly satisfied something new and diverse. significantly beneficial relevant to a new role</p> <p>2. supported my professional development and enabled me to attain a higher position</p>

Source: Made by the student using Nvivo 11

Moving to the second axis, which focuses on training and development as one of the most important dimensions of QWL. The experts shared their views on how they evaluate the training and development opportunities provided to them by DAS, and how these support their professional growth and engagement.

When it comes to their **personal evaluation of these training opportunities**, we noticed that most respondents were strongly aligned, they are very satisfied with the training they receive, according to expert 1,2,3,4,7, and 8, the training is highly valuable, useful, and rich. They make the most of it in their field, and it also allows them to meet new people and acquire new skills, as expert 2 put it, *“meeting new people and learn something new, for work or for personal growth”*.

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They consistently rated training quality 8-9 out of 10 or higher, and get genuinely excited whenever a training program is scheduled. This enthusiasm is mostly due to the variety and quality of the training programs. For instance, expert 5 stated, *“supported me through various beneficial training programs such as English language courses, GPEC, payroll, labor law, recruitment, human resources management, and PNL”*, while expert 7 described the training as *“diverse and well-funded”*.

All expenses are covered, and they often travel to different provinces (wilaya) for these programs. The experience is designed around the concept of learning with enjoyment and comfort, with attention paid to their food, accommodation, and leisure.

Of course, according to the experts there are some limitations. The main issues mentioned is the limited number of beneficiaries. Usually, there is one main training program per year, covering several subtopics from it, as a result, some haven't benefited from any training at all, like expert 6. Additionally, expert 3 pointed out that recent programs tend to be shorter in duration, saying: *“short but rich training courses”*.

As for **how these training programs impact their growth and engagement**, all the experts unanimously agreed that the impact is strong and undeniable. It transforms work quality and performance entirely. They insist that training is the number one path to development, mainly because of its practical nature, as expert 1 mentioned: *“because training programs are 100% practical”*.

It teaches concrete and tangible skills not just work related, but also interpersonal ones like communication, social integration, self-expression, openness to others opinion, teamwork, and building healthy relationships.

Training also plays a key role in making work easier, saving time and efforts, and updating one's skills. As expert 3 said, *«update our knowledge and skills”*, keeping them informed and adaptive to the changeable environment. Expert 6 added: *“must keep up with the latest advancement”*.

The expert's insights align with the literature that highlights training and professional development as one of the core dimensions of quality of work life, due to its central role in enhancing employee competence and engagement.

Axis 3: Compensation and Recognition as A Quality of Work Life Dimension.

Q1: How do you perceive the fairness and effectiveness of the financial and non-financial rewards you receive?

Q2: Can you give an example of how recognition (or lack of it) affected your motivation?

Table 18 : Matrices Of Axis 3

Experts	Experts answers
Expert 1	<p>1. compensations (financial rewards) fairness, frankly someone working hard from September to July without absences and get no promotion others who exert less effort are promoted Non-financial recognition (e.g., appreciation for childcare) is also lacking.</p> <p>2. I feel happier and more motivated to perform better which positively reflects on the children Lack of financial rewards doesn't affect my work ethic lack of appreciation is deeply demoralizing and weaken my motivation and may lead to dissatisfaction with the job. also those working with me, and eventually affects the children</p>
Expert 2	<p>1. I see financial rewards or compensation as unfair due to our collective work slackers receive the same as hard workers Non-financial recognition (e.g., relationships) is acceptable recognition and appreciation are satisfactory and effective.</p> <p>2. better rewards boost my enthusiasm and drive to perform recognition greatly affects me it makes me happy and feel valued by the organization Feeling appreciated boosts my motivation</p>
Expert 3	<p>1. Non-financial and recognition rewards exist Financial ones follow the organization's rules fair extra effort is compensated</p> <p>2. rewards motivate me to work harder make me Feel appreciated also it boosts my motivation Without it, people tend to avoid extra work.</p>
Expert 4	<p>1. Compensation and Recognition are quite fair we're satisfied Various new and diverse incentives motivate us</p> <p>2. Increased rewards generally boost activity levels improve productivity enhance performance</p>

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	<p>increasing opportunities for professional advancement.</p>
Expert 5	<p>1. compensation and recognition generally fair and effective annual bonuses and rewards according to their responsibilities 2. serve as motivation to continue working year after year I worry less about personal financial obligations focus more on work if compensation decreases, it causes financial and psychological stress, which negatively impacts my performance.</p>
Expert 6	<p>1. fair the evaluation process takes time very effective it motivates continued performance 2. financial and non-financial rewards positively influence our work place increase motivation deliver better performance more engaged and enthusiastic healthcare provider</p>
Expert 7	<p>1. I do not consider the system of compensation and recognition to be 100% fair receive equal rewards just for being part of the same team generally speaking, extra effort tends to be rewarded. 2. when I did not receive a reward for a particular initiative, it felt like my effort was not acknowledged I chose not to repeat that initiative again If work is not valued, the motivation naturally declines</p>
Expert 8	<p>1. not necessarily unfair promotes equality among all employees even though the workload and effort may differ significantly from one person to another. 2. directly influence my motivation enhances motivation while a decrease has the opposite effect that impact will inevitably extend to those under my supervision potentially reducing overall productivity</p>

Source: Made by the student using Nvivo11

By moving to the compensation and rewards axis, where the experts provided us with important insights regarding the fairness and effectiveness of the system of financial and non-financial rewards, as well as examples of how these motivators influence employee motivation, whether increased or lacking.

Regarding **fairness and effectiveness of compensations and recognition**, we observed a clear division of opinions among the experts, their views were split into two groups:

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The first group, including expert 3,4,5, and 6, expressed high satisfaction with the current rewards system, stating that it is present, effective, and fair. For instance, expert 4 said, *“compensation and recognition are quit fair, we are satisfied”*, and expert 6 emphasized, *“very effective”*. They affirmed that anyone who performs valuable work for the company or goes the extra mile within the company rules will certainly be rewarded. The system is diverse and covers many aspects: there are compensations for tiring tasks, night shift, and working far from home. There are annual performance bonuses, employee of the month awards, and loyalty bonuses based on years of service and responsibility level.

All of this is granted after a careful evaluation process to ensure it is deserved, though this process may take time but ultimately to the employee benefit.

On the other hand, the second group expert 1,2,7, and 8 had a somewhat opposing view. They emphasized that the system is not 100% fair, and some even find it unjust because everyone ends up receiving the same rewards, regardless of performance. According to expert 2, *“I see financial rewards or compensation as unfair due to our collective work slackers receive the same as hard workers”*.

Additionally, non-financial incentives like verbal appreciation and recognition were mentioned as lacking or insufficient.

When it comes to **how financial and non-financial rewards affect motivation**, the experts shared very authentic and important examples drawn from real experience.

When motivation is present or increased, they directly boost motivation, as expert 8 stated, *“directly influence my motivation”*. Workers feel happier, more appreciated, and recognized by DAS. This sense of value encourages them to do even better next time, thus enhancing overall DAS performance.

It also allows them to shift their focus away from financial stress and concentrate more on work, knowing they have a reliable source of income and no reason to worry.

However, in the absence of these motivators, a clear imbalance in job satisfaction appears. The impact doesn't stop at the individual, it extends to others working under them.

Without these rewards, employees may lose passion for their work and their willingness to go the extra mile. They may even feel that their efforts go unnoticed, as expert 7 put it: *“if work is not valued, the motivation naturally declines”*. As a result, general performance

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drops, and their psychological state suffers, which in turn affects both their work relationships and personal lives.

Interestingly, there are a few noteworthy exceptions, cases where changes in financial incentives do not affect the state of the employee, these are individuals who possess a genuine love for their work, a strong sense of responsibility, and a conscientious mindset that pushes them to keep striving regardless the obstacles. For example, expert 1 remarked, “Lack of financial rewards doesn't affect my work ethic”.

This axis reveals not only the critical role compensation plays in shaping motivation, but also the importance of emotional and ethical factors in sustaining performance. It reminds us that while systems matter, the human spirits still lead the way. That’s align with the literature that highlighted the importance of tangible and intangible rewards.

Axis 4: Social Affair and Support Services as A Quality of Work Life Dimension

Q1: Which organizational support services have had the most impact on your daily work life?

Q2: Do you feel these services are aligned with your actual needs as an employee?

Table 19 : Matrices Of Axis 4

Experts	Experts answers
Expert 1	1. I don't use childcare services (I have no children) Healthcare is mediocre I prefer private doctors due to long wait times even though I have access to general medicine, dental care, skilled doctors, precise laboratory tests, and modern medical tools Sports/recreation are unused I'm always occupied with the children Leisure activities are inaccessible (I've entered lotteries multiple times with no luck). diverse but underutilized 2. I wish I could experience them to confirm if they truly meet my needs as an employee
Expert 2	1. I benefit the most is healthcare and sports (swimming, gyms, horseback riding) childcare services when my kids were younger Leisure activities are lottery-based 2. adequate but could be more accessible to be ideal.
Expert 3	1. spent significant time in sports/recreation due to their dynamism and fun Other services (healthcare, etc.) are equally important. 2.their evolving nature somewhat matches my needs I feel the services are suitable and meet my needs as an employee They cover everything I require

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<p>Expert 4</p>	<p>1. significantly benefited from childcare services my children and I are fortunate to receive comprehensive support covering their health and education (prise en charge complète) The diverse healthcare services and affordable 500/month subscriptions are valuable I began using sports/leisure facilities after my children grew up 2. they generally match my needs despite some minor shortcomings.</p>
<p>Expert 5</p>	<p>1. benefited from all the social services and support programs especially enjoy the sports services I also swim for medical reasons I have participated in leisure programs 2. Yes, particularly the sports services, as they are diverse and consistently active.</p>
<p>Expert 6</p>	<p>1. benefited from the social services and support programs mostly from childcare services. Medical services are also good sports or recreational services, I am planning to use the sports facilities in the future. 2. Yes, these services align well with our needs we are satisfied with them</p>
<p>Expert 7</p>	<p>1. benefited from all the services They are all important and high quality. 2. Yes, they meet my needs well They allow me to focus solely on my work as many of my personal and family needs are addressed by the organization.</p>
<p>Expert 8</p>	<p>1. especially from social protection and recreational services. 2. To some extent, yes There are still some gaps the limited availability of leisure opportunities, pilgrimages, and summer vacation programs awarded by lottery services related to childcare and medical care are very good.</p>

Source: Made by the student using Nvivo 11

This axis focused on the social affairs and support services provided by DAS for the benefit of its employee. The experts shared with us which services they benefited from more than the other, which one suited them best and had the most impact on their daily work-life. They also expressed their views on whether these services truly meet their actual needs or if there are some shortcomings.

When it comes to **using social support services**, most of the experts unanimously agreed that they take full advantage of all the available opportunities without hesitation, that what confirm the usefulness, quality, and diversity of the services, as expert 7 said, *“I benefited from all the services, they are all important and high quality.”*. this especially true for health

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services, which provide them with comprehensive coverage including general and specialized medicine, radiology, blood tests, scanners, dental care, and much more. These services were detailed in chapter 2, section 2, where DAS services offerings are outlined. What also stands out is the presence of multiple internal and external medical centers for employee convenience, with only a symbolic monthly fee of 500 zed.

Childcare services are no less important. In fact, they are considered among the most beneficial and impactful social services, especially for female employee. Thanks to these services, employee can bring their children to the Internal gardens located at DAS, and carry out their work in peace, knowing their children in safe hands. All aspects of the child's needs are addressed; education, health, recreation, and even physical activity. As expert 4 shared: *"my children and I are fortunate to receive comprehensive support covering their health and education"*. All this is provided for a symbolic annual fee of 18000 zed.

Sports and recreation services are also essential. Some employees, especially men, regularly engage in sports activities such as swimming, gym workouts, running, football, and more. They often prefer these services for its dynamic and joyful nature. Some even use it for health reasons, and there are employees who are part of the company's competitive sports teams, like the football team.

Employees rely on these services to relieve work stress and to meet some of their own and their family's needs, everyone's agreed that these services have a strong positive impact and distinguish sonatrach from other companies.

As **for whether these services truly meet the needs of the workers**, in general, the experts stated that the services adequately or even well cover their personal and family needs, which helps them focus more on work, as expert7 confirmed: *"Yes, they meet my needs well, they allow me to focus solely on my work as many of my personal and family needs are addressed by the organization"*.

Of course, according to the experts there are still some shortcomings that need improvement to better fit their needs, especially in the future, since human needs evolve with time. Expert 8 said: *"There are still some gaps, the limited availability of leisure opportunities, pilgrimages, and summer vacation programs awarded by lottery"*, entertainment opportunities are limited and not accessible to everyone, as a lottery system determines access, a point also made by expert 1: *"Leisure activities are inaccessible (I've entered lotteries multiple times with no luck)"*.

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There is also a special case, expert 1, who did not benefit from these services at all. This was due to the slow pace of some services, such as medical care, which often takes time according to her. As for childcare services, she does not have children, and for sports, she has no time due to her busy schedule. Regarding recreational services, as previously mentioned, luck was not her side. Compared to our literature the social services are a new add to the effective QWL dimensions.

Axis 5: Work-Life Balance as A Quality of Work Life Dimension

Q1: How manageable is your work-life balance in your current role?

Q2: Can you describe any specific policies or practices that have helped (or hindered) this balance?

Table 20 : Matrices Of Axis 5

Experts	Experts answers
Expert 1	<p>1. extremely difficult. I've considered quitting or taking a long break due to the exhausting workload</p> <p>My time is entirely dedicated to the children even doctor visits are limited to Saturdays (my day off)</p> <p>I have not been able to maintain a proper balance</p> <p>I live far from my workplace, and the nature of my job requires me to devote extra time to the children.</p> <p>2. practices that hindrances: Long hours, mandatory extra tasks insufficient work buses all work as misbalances No policies support work life balance</p>
Expert 2	<p>1. I've achieved work life balance, because my kids are now independent</p> <p>2. Policies that have supported my balance include the good salary benefits like transport allowances mileage reimbursements compensation for infectious diseases Commuting allowances exist but the reality remains: we leave home early and return late.</p>
Expert 3	<p>1. is somewhat difficult</p> <p>I work long hours (8 AM-4 PM) and only have Fridays/Saturdays with family female workers face more difficulties in achieving this balance.</p> <p>2. Hindrance practices: Being assigned extra tasks outside my role Helpful policies such as social services</p>
Expert 4	<p>1. genuinely difficult</p> <p>early morning to evening work hours (including commute time)</p>

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	<p>We only have weekends for family time</p> <p>2. Supportive policies include the national union's work social services allowing work focus main hindrance is the long working hours.</p>
Expert 5	<p>1. I have managed to maintain this work-life balance, am proud of it it is a difficult task for many due to my commitment to completing work on time</p> <p>2. being transferred from one position to another to serve the institution imbalance me new role is entirely different from what I was used to.</p>
Expert 6	<p>1. There is undoubtedly a work-life imbalance especially since I live far from my workplace and the working hours are long I do not spend much time with my family</p> <p>2. helped restore some work-life balance are the childcare services, transportation options, and summer family trips</p>
Expert 7	<p>1. it is never easy to maintain this work-life balance</p> <p>We work full days</p> <p>It is certainly exhausting</p> <p>2. Supportive policies such as quality childcare services</p>
Expert 8	<p>1. maintaining work-life balance is very difficult especially when holding a managerial position.</p> <p>2. no specific internal policies for that</p>

Source: Made by the student using Nvivo 11

This axis touches most deeply on the emotional and human side of the expert's experiences, specifically their sense of balance between personal and professional life. Each of them expressed how manageable their work-life balance feels in their current role, highlighting certain policies, practices, and even behaviors adopted by the organization that either helped or hindered their efforts to maintain this equilibrium.

About how manageable their work-life balance, most experts admitted that achieving a real balance between the demands of work and those of home is extremely difficult, if not impossible.

As expert 1 put it: *“extremely difficult. I've considered quitting or taking a long break due to the exhausting workload”*, and as expert 7 noted: *“it is never easy to maintain this work-life balance”*, this in their view, is due to the heavy workload and great responsibilities they carry, combined with long working hours from 8am to 4pm. Expert 3 added: *“I work long hours (8 AM-4 PM) and only have Fridays/Saturdays with family”*.

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Living far from the workplace also contributes to the issue, requiring employees to leave very early and return late, significantly minimizing their personal time.

In rare cases, however, employees do manage to achieve balance, exceptions that worth admiring, like expert 2 and expert 5, who stated that they have found ways to manage their time effectively which is trying to stayed up to date everyday as expert 5 said: *“I have managed to maintain this work-life balance...due to my commitment to completing work on time”*.

Regarding supportive policies, the experts emphasized that there isn't a specific structured program dedicated to work-life balance, but rather a set of social services and modest compensations that offer some relief but don't drastically change their reality. As expert 2 said: *“but the reality remains: we leave home early and return late”*.

In general, what supports balance are elements such as good salaries, transportation compensation, remote area bonuses, risk-related allowances, retirement benefits, and social services like healthcare, childcare, sports, recreation, and union activities.

On the other hand, what obstructs balance is clearly the long work hours, unpaid overtime, and frequent job reassignments, especially when employees are not familiar with the new role, causing additional stress and adjustment time.

It is evident that there is an alignment with literature that addressed work-life balance as a significant effecting dimension of QWL.

Axis 6: The Role of Quality of Work Life in Shaping Employee Loyalty

Q1: How has the quality of your work life influenced your sense of commitment and loyalty to the social affairs direction?

Q2: What factors would make you consider staying long-term or leaving?

Q3: If you could change one element of quality of work life to improve employee loyalty, what would it be?

Table 21 : Matrices Of Axis 6

Experts	Experts answers
Expert 1	1. my professional conscience keeps me here I genuinely love my job and have a deep personal attachment to it QWL plays a role in my loyalty, but not a decisive one.

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	<p>My loyalty is to the work itself</p> <p>2. fairness</p> <p>well-structured action plans to address issues</p> <p>streamlined work processes</p> <p>good management practices,</p> <p>positive relationships with my supervisors</p> <p>mutual respect</p> <p>effective communication</p> <p>innovation</p> <p>the reduction of problems in the workplace.</p> <p>intensify programs to strengthen ethics</p> <p>mutual respect among staff</p> <p>polite expression of opinions</p> <p>3. I'd promote dialogue between employees and management, with elected reps from each department mediating conflicts</p> <p>I'd also encourage union work</p> <p>I would enhance transportation services for both staff and children</p> <p>I would provide dedicated buses with assigned supervisors to reduce the burden on our teachers</p> <p>I would also support the integration of artificial intelligence and digitalization to facilitate organize, and accelerate our work processes.</p>
<p>Expert 2</p>	<p>1. Undoubtedly, QWL is the primary factor in my loyalty</p> <p>I stay because I believe this institution offers the best opportunities for me.</p> <p>2. clean/organized work environment</p> <p>positive colleague relationships</p> <p>employee competence</p> <p>3. I'd boost and add training opportunities they're currently too scarce</p> <p>I'd increase financial rewards</p> <p>give extra to the hard workers</p>
<p>Expert 3</p>	<p>1. My loyalty stems from the organization meeting my needs</p> <p>yet I still give my best to help everyone because I love my job and the people around me</p> <p>I'm comfortable both financially and emotionally, so why would I leave?</p> <p>2. Innovation in work processes</p> <p>work environment and the relationships among colleagues</p> <p>3. I'd modernize tools and integrate AI/technology</p> <p>I'd also increase financial rewards</p> <p>I'd also create more opportunities for Umrah and Hajj pilgrimages</p>
<p>Expert 4</p>	<p>1. There's a strong correlation between QWL and loyalty, a mutual influence</p> <p>Professional conscience partners with QWL in fostering loyalty.</p> <p>2. The organization currently supports both personal and professional lives comprehensively.</p>

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	<p>3. Reduce the 5-year waiting period for Umrah pilgrimages (while maintaining fairness)</p> <p>Increase Umrah opportunities for all</p> <p>Enhance relationships between junior and senior staff</p> <p>Shift to goal-oriented work (weekly targets)</p> <p>Reduce working hours through job rotation</p> <p>This would focus on quality over quantity</p>
Expert 5	<p>1. Quality of Work Life in all its aspects has played a major role in building my loyalty</p> <p>I already love my job, and QWL made me love it even more</p> <p>2. my personal passion</p> <p>Material benefits do not attract me</p> <p>the environment of my work</p> <p>the relationships</p> <p>3. I would stop the constant back-and-forth of employees asking repetitive questions</p> <p>make things more organized and require permission before entering offices</p>
Expert 6	<p>1. My loyalty is primarily driven by my love for the job, followed by the quality of work life provided</p> <p>I don't think I would change my current job, as I've grown accustomed to it.</p> <p>2. good income</p> <p>increased bonuses</p> <p>comfortable work environment.</p> <p>3. change the working hours and implement a shift-based schedule instead of working daily.</p>
Expert 7	<p>1. Quality of work life plays a major role in my loyalty to Sonatrach</p> <p>I have no intention of leaving the organization.</p> <p>2. Favorable working conditions</p> <p>stable and sustainable environment</p> <p>my long-standing familiarity with the organization</p> <p>3. fight for fairness</p> <p>Every individual should receive what they truly deserve</p> <p>I would support this by promoting life lessons and encouraging personal development</p> <p>not through strict control measures, but by nurturing better character.</p>
Expert 8	<p>1. The quality of work life has had a clear positive effect on my organizational loyalty</p> <p>and I do not wish to lose that</p> <p>I am comfortable here and have no intention of leaving.</p> <p>2. professional growth</p> <p>good working conditions</p> <p>fair evaluation of my performance</p> <p>3. I would work on adjusting working hours</p> <p>promoting digitalization and artificial intelligence</p> <p>improving overall working conditions</p>

Source: Made by the student using Nvivo 11

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As we reach the final axis, it becomes clear from the expert's responses that organizational loyalty does not stem from a single source. It is shaped by mix of professional conscience, emotional attachment to the job, good working conditions, human relationships, and both psychological and financial comfort. Most expert's indicated that **QWL plays a pivotal and significantly contributing role in shaping and boosting their loyalty** to the direction of social affairs Sonatrach, alongside their loyalty to the job itself due to their passion for it.

Expert 1 stated that her loyalty stems from professional conscience and her genuine love for the job, implying that QWL plays a role, but not decisive one.

In contrast, expert 2 considers QWL the primary influencer behind his loyalty, describing DAS Sonatrach as the best place for him. This same sentiment is showing by expert 7 and expert 8, both emphasized QWL strong impact on their stability and their refusal to leave DAS. As expert 7 said: *"Quality of work life plays a major role in my loyalty to Sonatrach, I have no intention of leaving"*.

Psychological and financial comfort appears as strong influencers too, as seen in expert 3 statement: *"I'm comfortable both financially and emotionally, so why would I leave?"*, this highlights how the balance between material recognition and moral support fosters deeper loyalty.

Meanwhile, expert 5 presents a different case, where financial rewards are not a primary motivator, but the loyalty is rooted in passion for the job, relationships, and the work environment, non-material elements with deep emotional impact, aligning with expert 1 view.

On the other hand, some experts expressed both aspirations and reservation. For example, expert 4 sees a mutual relationship between QWL and loyalty while expert 6 believes loyalty is shaped by a sense of familiarity with the job, in addition to QWL.

Factors that enhance loyalty based on expert's point of view:

Personal passion and love for the profession, a clean and organized work environment, positive relationships based on mutual respect, good income and awards, opportunities for professional growth and development, stability and clarity in internal systems, comprehensive social support (from health to sports and education), effective management and open communication, ethical and value-driven initiatives that reinforce belonging,

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fairness and giving everyone what they deserve, proper conflict management, a technologically advanced, innovation-driven environment.

Regarding the final point, the expert's proposal and recommendations to improve QWL, and thereby foster employee loyalty as the following below:

- Reinforcement dialogue and communication between employee and management through elected representatives
- Encouraging and activating the roles of unions such as UGTA
- Improving employee and children transportation services
- Digitizing operations and integrating AI to streamline and speed up work
- Increasing training and development opportunities
- Raising financial rewards and recognition
- Setting weekly goals and reducing work hours through job rotation
- Expanding pilgrimage opportunities (hajj and umrah) and reducing waiting periods
- Regulating workflow and office access to reduce chaos and repetitive questions
- Adopting flexible work schedules through a shift-based system
- Promoting distributive justice and fair performance evaluation
- Supporting personal growth and ethical development rather than strict control.

There is an alignments with literatures that treats QWL and loyalty as interconnected variables.

SECTION 2: Discussion of The Findings

This section aims to interpret the findings derived from both interviews and direct observation, while placing them in dialogue with previous studies presented in the literature review. The objective is to highlight points of agreement and divergence, as well as the contribution and added value of our research. In addition, this section provides structured answers to the study sub-questions, addressing dimensions such as training, rewards, social services, and work-life balance.

I. Results Discussion

In conclusion, after analyzing the interviews and observations results, it is evident that a good QWL plays a crucial role in shaping employee experience, motivation, and loyalty. The insights provided by the expert's highlight both strength and gaps in current practices, offering valuable suggestions for improvement, and help to found future strategies aimed at enhancing employee well-being and reinforcing organizational loyalty.

Moreover, while the direction of social affairs seems to provide a generally supportive environment that fosters loyalty, through social services, allowances, and stable work sitting, there are no strong evidence of a centralized or strategic policy specifically aimed at cultivating loyalty. Instead, loyalty appears to emerge more from individual experience and favorable circumstances than from a deliberate institutional effort, and that what should DAS be working on to fix.

Therefore, it can be said that DAS is indirectly fostering loyalty, but to truly strengthen and sustain it, there is a need for clear, structured policies that systematically address QWL and loyalty as interconnected strategic goals.

II. Results Comparison

The findings of our qualitative approach, based on semi-structured interviews and direct observation within DAS, strongly align with the conclusions of several previous studies on the QWL and employee loyalty phenomena.

Our study identified key QWL dimensions including development opportunities such as training, financial and moral rewards, social services, and work-life balance as playing a significant role in motivating employees and deepening their loyalty. these findings are consistent with the results of (Fatmasari, Musadieq, & Afrianty, 2018) and (Sahni, 2019),

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which indicated that QWL, through job satisfaction, leads to increased employee engagement.

In addition, our study confirmed that achieving a work-life balance depends on flexible working hours along with the availability of social support services, which directly impact employee loyalty. This is a similar finding with the result of study (Kabir & Rahman , 2019) and (Bhende, Nandakumar, Varsha, & Reddy, 2020), which demonstrated that flexible schedules and reduced job stress are key factors in strengthening employee commitment and reducing turnover.

To even add, field observations revealed that both the physical and moral aspects of work environment such as safety conditions, job security, and hierarchical relationships, truly enhance employee continuance and normative commitment. These findings meet those of (بريكة و هيشر، 2018) and (خالد، 2021), who highlighted the importance of financial and moral incentives in shaping employee's organizational attachment.

Furthermore, the findings of our research revealed that several factors influence and determine the overall QWL, such as training opportunities, work environment, working hours, interpersonal relationships, recognition, safety, and balance. Improvements in these areas would enhance QWL, thereby increasing employee loyalty. This conclusion is consistent with the studies (Abdi, Chaib , & Verzea, 2021) and (Tam, Phan, Tran, & Nguyen, 2024), where these factors were also identified as key components of QWL.

Ultimately, our finding align with the study (Yunanto & Wijono, 2024), which emphasized that the better the employee's QWL is, the greater their loyalty to DAS.

III. Results as Adding Value

Unlike many previous studies that relied mostly on quantitative surveys and structured data analysis, our research adopted a qualitative approach based on semi-structured interviews and direct observations. This allowed for deeper understanding of employee work-life experiences within DAS. While earlier studies confirmed the general impact of QWL on satisfaction, engagement, and commitment, they often lacked contextual depth, and did not captured the emotional and interpersonal aspects that influence loyalty.

Our study bridged this gap by exploring not only the standard dimensions of quality of work life, such as training, compensation, and work-life balance, but also subtle organizational factors like thanking, recognition, job admiration, work relationships, and the most unique

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one social services. It highlighted how these elements, when integrated, foster genuine loyalty and reduce employee turnover.

Moreover, the study revealed that flexible work schedules and availability of social services are essential for sustaining long-term loyalty, which all the Algerian organization must work for realizing it.

To conclude, this study offers a context-rich, employee-centered perspective on QWL, contributing original empirical evidence from the Algerian public sector and revealing factors often underestimated in quantitative frameworks.

IV. Critical Views

Based on the analysis of axis 1: the divergence in expert opinions reflects a dual reality within the same organization (DAS), where some enjoy a stable and enriched work experience, others struggle with excessive workloads and lack of proper support. This contrast underlines the need for more balanced and inclusive management strategies.

Based on the analysis of axis 2: despite the overall positive feedback, the limited access to training opportunities reveals a gap between the design of training programs and equitable participation, which may negatively impact the principle of fairness within the work environment.

Based on the analysis of axis 3: the compensation and recognition system, while appreciated by some, is perceived by others as lacking fairness and transparency. Uniform distribution of rewards regardless of individual's performance creates demotivation among high-performing employees, and lack of non-financial recognition further weakens the sense of appreciation.

Based on the analysis of axis 4: while the majority of experts find the support services extensive and impactful, there are notable limitations, like accessibility issues, especially for leisure activities which rely on luck-based systems like lotteries, create exclusion and dissatisfaction among employee. Additionally, services delays and mismatches with personal circumstances (such as not having children or time for sports) limit the usefulness of some offerings for certain individuals.

Based on the analysis of axis 5: despite some individual successes, the overall picture reveals that work-life balance remains a distant goal for most employee. The absence of a formal policy or structured program dedicated to promoting this balance reflects a non-active

organizational approach. while some support exists, it appears fragmented and insufficient to tackle the deeper systemic pressures, particularly the rigid schedules, high demands, and inefficient job mobility practices.

Based on the analysis of axis 6: despite the diversity of loyalty drivers, emotional, professional, and financial, there is a shared understanding that QWL is a key foundation for building loyalty. However, the lack of a clear and centralized policies that focus on improving QWL and loyalty in a structured way remains a noticeable gap. Most suggestions focused on organizing work, improving work environment, and upgrading management and communication methods, which shows that some needs are still unmet and institutional responses are yet not all meet.

V. Sub-Questions Answering

In order to provide a well-founded answer to the sub-questions raised in this study, we interpreted the results through a comprehensive analysis of data obtained from both semi-structured interviews and direct observation. This analysis considers the key dimensions of QWL, such as training, compensations and recognition, social affairs services and work-life balance, as well as the work environment. By integrating employee perception with observed workplace conditions, we aim to highlight how these elements collectively shape employee motivation, commitment, and loyalty within the direction of social affairs sonatrach.

Sub-Question 1: how do training and development programs within DAS affect employee development and sense of loyalty?

Our results indicated that training and development programs offered by DAS play an important role in enhancing both individual performance and organizational attachment. By offering employees structured opportunities to strengthen their professional skills and adapt to evolving work demands. the DAS fosters a sense of progress and belonging since its trying to bring the best training opportunities. From the researcher's point of view, there is no better than sonatrach training programs. This investment in human capital not only improves technical capabilities but also reinforces employee character and emotional connection to DAS. Thereby promoting greater loyalty and enhance reputation.

CHAPTER 03: RESULTS AND DISCUSSION

Sub-Question 2: in what way do compensation and recognition contribute to employee commitment to the DAS?

Our findings reveal that fair compensation and regular recognition play a fundamental role in reinforcing employee motivation and commitment. While Financial rewards offer stability and a sense of security, moral incentives such as verbal appreciation and acknowledgment of efforts foster emotional satisfaction. Together, these elements not only satisfy material expectations but also psychological needs, enhancing the employee's dedication and sense of value within the organization.

Sub-Question 3: what role do social services and work-life balance play in enhancing employee well-being and loyalty?

The study highlights the significant impact of comprehensive social services and work-life balance on employee satisfaction and commitment. Services such as children, healthcare, and recreational activities address personal and family needs, reducing external stressors. Meanwhile, the ability to balance professional duties with personal life creates a supportive limit. These factors collectively foster a sense of well-being and emotional attachment to the workplace, reinforcing employee loyalty.

Sub-Question 4: how do aspects of work environment such as stress, teamwork, work relationships, communication, health and safety, and necessary material availability effect employee commitment and loyalty within DAS?

Our observation and interview findings confirm that the quality of work environment makes the work life much easier and organized that would significantly influence organizational commitment, also that Positive interpersonal relationships, effective communication, and teamwork creates a collaborative and respectful atmosphere. Meanwhile, cleanliness, safety, and the availability of essential resources help reduce stress and support daily operations. When these elements are present, employees fell supported, valued and respected, which strengthens their sense of belonging, and enhance their long-term loyalty to the direction of social affairs-Sonatrach.

Chapter Conclusion

This chapter has shed light on the perceptions and lived experience of employees regarding QWL and loyalty within the direction of social affairs. Through rigorous thematic analysis and contextual interpretation, key insights were generated across several QWL dimensions including training, morale and financial incentives, social services, work-life balance, and the overall work environment. The findings reveal the pivotal role of QWL dimensions in fostering a sense of belonging and organizational commitment.

By engaging critically with previous studies, this chapter has highlighted both confirming patterns and unique contextual contributions of the current research, as well as answer the sub-questions. The integration of field observation has further enriched the understanding of workplace dynamics, offering a more nuanced view of the social and organizational realities at DAS. These insights will serve as the basis for the general conclusion, recommendations and limits of the study.

GENERAL CONCLUSION

GENERAL CONCLUSION

At the end of this research, which aimed to explore the role of QWL in shaping employee loyalty, specifically within the direction of social affairs-sonatrach (DAS), focus was placed on several dimensions related to professional quality of life and it was picked based on both its availability in DAS and on previous studies and theories like Walton's model. These included: training and development, compensations and recognition, social services, work-life balance, work environment, professional relationships, communication, teamwork, health and safety, cleanliness, and job conditions.

Through a qualitative approach, by using semi-structured interviews and direct observations on a sample of 8 employees with different job positions and data analyses by Nvivo 11 software, the study revealed that QWL dimensions plays a highly significant role in motivating and satisfying the employees and strengthening their loyalty and commitment to DAS, **training and development** enhance employee sense of growth and belonging; **compensations and recognition** reinforce their value and fairness perceptions; **social services** and the ability of a **work-life balance** improve their overall well-being and private life; a supportive **work environment** create sense of comfort, rest, and emotional attachment; **positive relationship** and **effective communication** and **teamwork** promote a sense of unity and shared value; while **health, safety, cleanliness, and job conditions** ensure physical comfort and stability, all of which collectively generate a deep sense of commitment and loyalty, demonstrating that DAS prioritizes the well-being of its workforce.

The research affirmed a positive correlation between the quality of these dimensions and employee's sense of belonging and professional commitment, and that answers our main problematic that means to explore how does the quality of work life plays a role in shaping organizational loyalty among employees in the direction of social affairs-Sonatrach.

However, some gaps were identified, particularly in the centralized nature of workplace improvement policies, which limits DAS's autonomy in responding to employee needs. This finding underscores the importance of decentralizing certain HR functions to enhance responsiveness and adaptability.

The significance of this study lies not only in its field findings but also in its call on the need to integrate QWL as a strategic component within HR policies, with a positive effect on organizational performance and talent loyalty and retention.

Several limitations must be acknowledged for a comprehensive understanding of the research scope and depth:

GENERAL CONCLUSION

- **Depth of Analysis:** due to the limited timeframe available for data collection and interpretation, our study may not have explored all dimensions of QWL and organizational loyalty in full depth. Some aspects, such as long-term effects of QWL on employee behavior or the influence of external socio-cultural factors, might not have been adequately addressed.
- **Limited Data Collection:** time constraints restricted the number and variety of participants involved in the interviews and observation process. With more time, a broader sample could have been included, allowing for more representative and detailed understanding of employee perceptions across different units and job roles.
- **Qualitative Data Analysis:** while qualitative interviews and observations were central to our approach, the analysis could have benefited from more advanced coding techniques, data triangulation, and the integration of thematic software. These steps would have provided deeper insights but required significantly more time and technical resources.
- **Access And Sensitivity Of Information:** conducting research within a large, structured institution such as the direction of social affairs involves navigating administrative barriers, confidentiality concerns, and limited access to internal documents or sensitive indicators such as turnover rates or performance evaluations, all of which could have enriched the study.
- **Participant Bias and Social Desirability:** employees may have felt hesitant to openly discuss negative aspects of their workplace, especially regarding loyalty, stress, or management practices, out of fear of consequences or to maintain a positive image. This could have influenced the honesty and depth of some responses.
- **Generalization of Results:** given the case-specific nature of the research (focusing solely on the direction of social affairs-sonatrach), the findings may not be easily generalizable to other institutions or sectors without further comparative studies.
- **Contextual and Cultural Factors:** the concept of QWL and loyalty is deeply influenced by cultural, regional, institutional norms and capabilities. Researchers in similar contexts often face challenges in adapting standardized models or theories to fit local realities, which can limit theoretical precision or practical relevance.

Based on our study results, we have proposed **Recommendations and Suggestions** as below:

GENERAL CONCLUSION

- ✓ **Develop an Integrated Loyalty Strategy** based on improving all dimensions of QWL, material (like fair compensation, resources), moral (like recognition, motivation), and managerial (like participatory leadership, communication).
- ✓ **Strengthen Dialogue Mechanisms** between employees and management by activating the role of section representatives and labor unions to ensure regular, open communication and timely conflict resolution.
- ✓ **Diversify and Intensify Professional Training Opportunities**, by expanding the number of beneficiaries and offering training more frequently, linking it to well defined career paths, recognition systems, and promotion criteria. This builds a sense of progress and purpose among employees.
- ✓ **Promote Fairness in Incentive Distribution**, such as pilgrimage opportunities (hajj and umrah), vacation planning, and recreational benefits by adopting more transparent and equitable selection mechanisms.
- ✓ **Digitalize and Automate Administrative Systems** using smart technologies and AI artificial intelligence to reduce routine workload, speed up procedures, and enhance employee satisfaction.
- ✓ **Foster an Ethical and Respectful Work Environment** that values mutual respect, equity, and emotional support, core foundations for sustainable commitment and motivation.
- ✓ **Integrate Emotional Intelligence EI** development programs to help employee and managers better understand their emotion and feelings, improve interpersonal communication, resolve conflicts effectively, and build cohesive teams. EI is particularly relevant to QWL as it enhances psychological safety and collaboration.
- ✓ **Introduce Neuro-Linguistic Programming NLP** techniques in coaching, accompanying and HR development to support behavioral change, boost self-awareness, and enhance motivation, NLP can empower employee to reframe stress, develop positive habits, and improve self-image key for loyalty and retention.
- ✓ **Leverage Artificial Intelligence AI** tools to analyze feedback, track satisfaction patterns, and personalize HR interventions. AI can help detect early signs of disengagement or burnout, allowing for proactive support.
- ✓ **Modernize Employee Evaluation Methods** by moving beyond static paper based self-assessments to interactive simulation and gamified tools such as MBTI tests. These tools can be used to measure cognitive agility, emotional intelligence, collaboration, problem-solving, and even ethical reasoning in realistic.

GENERAL CONCLUSION

- ✓ **Make Work Fair and Less Stressful** by improving supervision quality, respecting task boundaries, and ensuring fair distribution of responsibilities could significantly enhance employee perception of their QWL, boost satisfaction, reduce burnout and disengagement.
- ✓ **Create Internal Platforms or Apps** for anonymous feed, recognition, well-being tracking, and suggestion sharing to foster engagement in decision-making.
- ✓ **Adopt A Performance-Based Reward System or Management by Goals System** that clearly differentiates efforts and outcomes.
- ✓ **Lay On New Developed and Stricter Audit and Control Systems**, to better and quicker discover conflicts and deal with it.
- ✓ **Restructure Access to Leisure Services** by replacing the lottery system with a points-based or merit-based approach.
- ✓ **Offering Personalized or Alternative Services** like online fitness for busy employee, educational workshops for childless staff, can ensure that all employees benefit based on their unique needs and circumstances.
- ✓ **Develop A Clear, Formal Work-Life Balance Policy**, including options like **adopting flexible work models** where possible to remote work, hybrid schedules, customized hours, online working, all to support work-life balance, particularly for employees with family responsibilities or long commutes. good overtime compensation, reducing unnecessary job transfers and ensuring proper training before reassignment can also support this balance. Moreover, regular wellness checks, time management workshops, and awareness campaigns can empower employees with strategies to better manage their time and stress, fostering a healthier and more sustainable work environment.
- ✓ **Strengthen Corporate Social Responsibility (RSE)** by fostering environmental responsibility, social solidarity, and employee participation in community initiatives. This can enhance the sense of purpose, belonging, and loyalty among employees.

For Future Researchers: they are encouraged to further investigate this study, particularly by trying to pass its limits, expanding the scope of the study quantitatively besides qualitatively, and exploring additional variables related to the cultural and social context of Algerian institutions.

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ANNEXES

**ANNEXE A – INTERVIEW
STRUCTURE**

Ministère de l'Enseignement Supérieur
et de la Recherche Scientifique

Ecole Nationale Supérieure de Management
Koléa



وزارة التعليم العالي و البحث العلمي

المدرسة الوطنية العليا للمناجنت
القلية

Semi-Structured Interview's Guide

Good morning Mr./Ms.

Starting by introducing myself to you, my name is Sefia MECHETER, a second-year master's student in human resources management at the higher national school of management (ENSM)-kolea.

We would like to sincerely thank you for agreeing to participate in this interview and for your time.

This interview is a part of a study we are conducting on “exploring the role of quality of work life in shaping the employee loyalty”.

Interview Conditions:

Before we begin, we would like to clarify a few important points:

- We assure you that any information you share in this interview will remain completely confidential and secure, your responses will be anonymous, and no personal or organizational information will be disclosed.
- We assure you that the interview is conducted strictly for academic and educational purposes, and we will ask you questions that you are free to answer, we are interested in everything that comes to mind, your responses are very valuable
- We would also like to ask if we may record our conversation to facilitate the collection and analysis of the information.

AXIS	Questions
<p align="center">Participant profile (personal information)</p>	<p align="center">1.current position 2.years of experience in the direction of social affaires 3.departement 4.marital status</p>
<p align="center">Understanding and perception of quality of work life (QWL)</p>	<p align="center">1.how would you personally define the concept of “quality of work life”? 2.based on your experience, how would you describe the QWL at the social affairs direction? 3.what aspects of your work environment most influence your job satisfaction and well-being?</p>
<p align="center">Training & Development as a quality of work life dimension</p>	<p align="center">1.how would you evaluate the professional development opportunities offered to you? 2.how did training have effected your engagement and growth?</p>
<p align="center">Compensation & Recognition as a quality of work life dimension</p>	<p align="center">1.how do you perceive the fairness and effectiveness of the financial and non-financial rewards you receive? 2.can you give an example of how recognition (or lack of it) affected your motivation?</p>
<p align="center">Social affair and support services (childcare, health, sports and recreation) as a quality of work life dimension</p>	<p align="center">1.which organizational support services have had the most effect on your daily work life? 2.do you feel these services are aligned with your actual needs as an employee?</p>
<p align="center">Work-Life Balance as a quality of work life dimension</p>	<p align="center">1.how manageable is your work life balance in your current role? 2.can you describe any specific policies or practices that have helped or even hindered this balance?</p>

**The role of QWL in shaping
employee loyalty**

1. how has the quality of your work life influenced your sense of commitment and loyalty to the social affairs direction?

2. what factors would make you consider staying long-term or leaving?

3. if you had the opportunity to change one element of QWL to improve employee loyalty, what would it be?