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**Quality of work life and its effect on
employee retention :
A case study of Ooredoo**

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ABSTRACT

In a constantly evolving work environment where employee expectations continue to rise, staff retention has become a significant challenge for companies. This study aims to understand the impact of Quality of Work Life (QWL) on employee retention by analyzing key factors such as work-life balance, the work environment, recognition, and job security. A quantitative approach was adopted through the distribution of a structured questionnaire to a sample of employees from various sectors. The data were analyzed to examine the relationship between QWL and employee loyalty. The results reveal a significant link between a high quality of work life and employees' willingness to remain with the organization. Employees who are satisfied with their working conditions particularly regarding balance, recognition, and security demonstrate greater commitment. These findings underscore the strategic importance of investing in QWL to reduce turnover and enhance employee loyalty.

Key words: quality of work life, employee retention, employee loyalty, job satisfaction.

RÉSUMÉ

Dans un environnement de travail en constante évolution où les attentes des employés ne cessent d'augmenter, la rétention du personnel devient un véritable défi pour les entreprises. Cette étude vise à comprendre l'impact de la qualité de vie au travail (QVT) sur la rétention des employés, en analysant des facteurs clés tels que l'équilibre vie professionnelle/vie personnelle, l'environnement de travail, la reconnaissance et la sécurité de l'emploi. Une approche quantitative a été adoptée, à travers la distribution d'un questionnaire structuré auprès d'un échantillon d'employés issus de différents secteurs. Les données ont été analysées afin d'examiner la relation entre la QVT et la fidélisation. Les résultats révèlent une relation significative entre une bonne qualité de vie au travail et la volonté des employés de rester dans l'entreprise. Les salariés satisfaits de leurs conditions de travail, notamment en termes d'équilibre, de reconnaissance et de sécurité, montrent un plus grand engagement. Ces conclusions soulignent l'importance stratégique d'investir dans la QVT pour réduire le turnover et renforcer la fidélité des employés.

Les mots clés : qualité de vie au travail, rétention des employés, fidélisation, satisfaction au travail.

الملخص

في بيئة عمل تتزايد فيها توقعات الموظفين باستمرار، أصبح الاحتفاظ بالموظفين تحديًا حقيقيًا للشركات. تهدف هذه الدراسة إلى فهم تأثير جودة الحياة الوظيفية على الاحتفاظ بالموظفين، من خلال دراسة تأثير عوامل مثل التوازن بين العمل والحياة الشخصية، بيئة العمل، التقدير، وأمن الوظيفة على قرار الموظف بالبقاء في المؤسسة. اعتمدت الدراسة على المنهج الكمي من خلال توزيع استبيان منظم على عينة من الموظفين من قطاعات مختلفة، وتحليل البيانات الناتجة إحصائيًا أظهرت النتائج وجود علاقة ذات دلالة إحصائية بين جودة الحياة الوظيفية الجيدة ورغبة الموظفين في البقاء في المؤسسة. فالموظفون الذين يشعرون بالرضا عن بيئة عملهم، خاصة من حيث التوازن والتقدير والأمان الوظيفي، يكونون أكثر التزامًا تجاه مؤسساتهم. تؤكد هذه النتائج أهمية الاستثمار في جودة الحياة الوظيفية للحد من الدوران وتعزيز الولاء الوظيفي.

الكلمات المفتاحية: جودة الحياة الوظيفية، الاحتفاظ بالموظفين، الولاء الوظيفي، الرضا الوظيفي

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In the vast journey of knowledge, there are those who light our path, those who offer their unwavering support. To all of you, who have been the guiding lights of this adventure, I dedicate these words.

Thank God, for the strength in silence, the light in uncertainty, for guiding our steps when the road was unclear.

To our parents, whose love has been the foundation of our courage, you are the quiet force behind every achievement, the unwavering support that lifted us when we faltered.

In your trust, we found the will to persevere, in your sacrifices, the meaning of true dedication.

To our Siblings, our constants in this ever-changing world, your support is a melody that plays through every chapter of my life.

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Through every discussion, every challenge, every late night of reflection, we built more than a thesis we built trust, resilience, and shared pride.

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LIST OF ABBREVIATION

- **4G:** Fourth Generation.
- **AI:** Artificial Intelligence.
- **CSR:** Corporate Social Responsibility.
- **HR:** Human Resources.
- **ICT:** Information and Communication Technology.
- **ISO:** International Organization for Standardization.
- **MMS:** Multimedia Messaging Service.
- **QWL:** Quality of work life.
- **SPSS:** Statistical Package for the Social Sciences.
- **USD:** United States Dollar.

INTRODUCTION

INTRODUCTION

In a constantly evolving global context, organizations face unprecedented challenges arising from technological innovation, economic globalization, shifting generational values, and increasing demands for sustainability and corporate responsibility. These forces transform how companies operate and how they engage with their workforce. Organizations are no longer defined solely by their outputs but also by their ability to attract, develop, and retain human capital in a volatile and competitive environment.

In this increasingly complex environment, employee retention emerges as a key strategic issue. With growing competition and greater workforce mobility, companies feel pressure to reduce turnover and maintain team stability. Retaining talent is no longer just about offering competitive salaries; it requires a holistic approach that considers the entire employee experience. As a result, the concept of Quality of Work Life (QWL) takes center stage in discussions about strengthening employee loyalty and engagement.

QWL refers to the conditions under which employees work, both inside and outside the workplace. It encompasses tangible aspects such as pay, benefits, and job security, as well as intangible factors including the work environment, interpersonal relationships, work-life balance, psychological safety, and opportunities for personal and professional development. The integration of these elements determines the extent to which employees feel satisfied, supported, and valued by their organizations.

Academic literature increasingly supports the link between high QWL and positive organizational outcomes .

(Lee, 2022) demonstrates that investing in psychological and physical well-being programs not only improves employee satisfaction but also leads to higher retention rates. Similarly, (Kim, 2021) emphasizes the importance of flexible work arrangements and supportive policies to enhance employee engagement and loyalty . (Martinez, 2022) finds that recognition, trust, and managerial support play a critical role in promoting retention among frontline workers.

Moreover, (Patel & Singh, 2023) reveal significant sectoral differences in employee expectations, showing that public-sector employees prioritize job security and work-life balance, while private-sector employees value growth opportunities and better financial rewards. These insights highlight the need for customized QWL strategies tailored to the sector, company culture, and workforce profile.

In response to these developments, companies have increasingly turned to strategic HRM practices that center on well-being and engagement. Forward-thinking organizations now incorporate QWL into their core policies through regular assessments, inclusive management styles, employee feedback systems, and wellness programs. This trend reflects a shift from transactional to transformational leadership and recognizes employees as long-term partners rather than short-term resources.

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This thesis focuses on Ooredoo Algeria, one of the leading companies in the Algerian telecommunications industry, known for its fast-paced environment, customer-driven operations, and dynamic market conditions. The telecommunications sector is marked by rapid technological shifts, constant service innovations, and fierce competition, all of which intensify the need for stable, high-performing human resources. Within such a competitive landscape, the retention of skilled and experienced employees is a major organizational priority.

The primary objective of this study is to investigate how various QWL factors influence employee retention at Ooredoo Algeria. In particular, it examines three core dimensions: compensation and benefits, work-life balance and well-being, and career development opportunities. The research employs a quantitative methodology based on a structured questionnaire distributed to a sample of employees from different departments and roles within the company. The responses are analyzed to determine the statistical strength and nature of the relationship between QWL and employee retention. This study contributes to both academic and managerial discussions on QWL. On one hand, it reinforces theoretical models linking working conditions to organizational outcomes such as loyalty, performance, and reduced turnover. On the other, it offers concrete recommendations for practitioners aiming to align HR strategies with employee needs and business goals. The importance of QWL has grown even more in the post-COVID-19 world, where remote work, health concerns, and shifting priorities have reshaped employee expectations.

In conclusion, this thesis underscores that improving Quality of Work Life is not simply a human resource initiative it is a strategic decision. Organizations that invest in creating supportive, balanced, and fulfilling work environments are more likely to foster loyal, productive, and resilient teams. As such, QWL must be seen as a central component of sustainable organizational development in today's rapidly changing business landscape.

The research has led us to the main research question:

What is the impact of quality of work life on employee retention within the company Ooredoo?

This question aims to uncover the critical factors that drive employees' decisions to stay with the organization, providing essential insights into how improving QWL can foster

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greater loyalty and reduce turnover in a competitive environment. To address the main research question, the following sub-questions are designed to explore how the various dimensions of Quality of Work Life (QWL) influence employee retention at Ooredoo Algeria:

1. Is there a significant impact of compensation and benefits on employee retention at Ooredoo Algeria?
2. Is there a significant impact of work-life balance and well-being on employee retention at Ooredoo Algeria?
3. Is there a significant impact of career development opportunities on employee retention at Ooredoo Algeria??

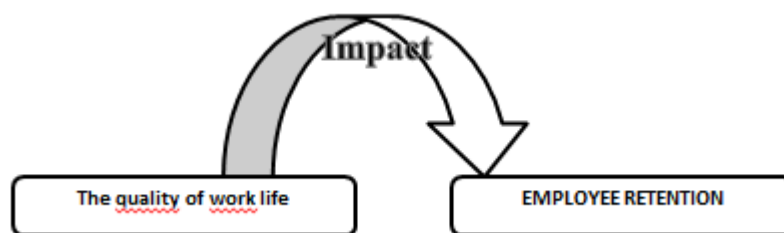
Hypotheses

H1: There is a significant impact of satisfaction with compensation and benefits on employee retention at Ooredoo Algeria.

H2: There is a significant impact of work-life balance on employee retention at Ooredoo Algeria.

H3: There is a significant impact of career development opportunities on employee retention at Ooredoo Algeria.

Figure 1: the research model



Source: developed by the authors

Significance of the Study

This research carries considerable value for various stakeholders, including Ooredoo Algeria, its employees, and the wider telecommunications industry in Algeria.

For Ooredoo Algeria: Understanding the specific elements of Quality of Work Life (QWL) that most impact employee retention offers Ooredoo Algeria the chance to refine its human

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resource strategies. As a company already recognized as one of the “Best Places to Work” in Algeria, this study presents an opportunity to further strengthen its work environment, ensuring it remains at the forefront of attracting and retaining top talent in a competitive market.

For Employees: By pinpointing the QWL factors employees value most, the research can help foster a more supportive and enriching workplace. This not only contributes to higher job satisfaction but also enhances employee engagement, well-being, and motivation, ultimately benefiting both individuals and the organization.

For the Telecommunications Sector: The findings of this study can provide a valuable benchmark for other companies in the Algerian telecommunications sector. They will gain insights into effective QWL practices that can reduce turnover and improve overall employee retention. Additionally, this research adds to the growing body of literature on QWL and employee retention, offering a deeper understanding within Algeria’s dynamic business environment.

This study aims not only to enhance the organizational practices at Ooredoo Algeria but also to contribute to the broader field of human resource management, offering insights that can be applied across the telecommunications industry.

Methodology

This study uses a quantitative approach to explore how the Quality of Work Life (QWL) affects employee retention at Ooredoo Algeria. Quantitative methods are ideal for identifying patterns and drawing conclusions based on measurable data, especially when studying larger groups.

Data were gathered through a structured questionnaire distributed to employees from different departments. The survey focused on key aspects of QWL—such as job satisfaction, work-life balance, growth opportunities, and compensation—and how these factors influence employees’ decisions to stay with the organization.

The responses were analyzed using statistical techniques to assess the strength of the relationship between QWL and retention. This helped build a clear, evidence-based understanding of what matters most to employees.

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By applying this method, the study aims to deliver reliable, actionable insights that can support better HR strategies and help Ooredoo Algeria foster a more stable and engaged workforce.

Thesis structure

This thesis is structured as follows:

First, we begin with an introduction that outlines the research topic, articulates the research questions, identifies the research gap, and emphasizes the significance of the study. This introductory section provides a comprehensive overview of the research objectives and the importance of exploring the relationship between Quality of Work Life (QWL) and employee retention at Ooredoo Algeria.

The thesis is then organized into three chapters:

Chapter 1: Theoretical Framework presents a detailed examination of the evolution of the concept of QWL and its connection to employee retention. It includes an extensive review of the relevant literature, highlighting key studies and theoretical perspectives that inform the understanding of QWL's impact on employee retention across different sectors.

Chapter 2: Methodological Framework outlines the research methodology employed to address the study's objectives. It describes the quantitative research approach, including the design of the survey instrument and the process of data collection, as well as the organizational context of Ooredoo Algeria. This chapter provides a clear rationale for the methodological choices made in the study.

Chapter 3: Presentation and Discussion of Results presents the findings from the data analysis, followed by a discussion of the results in relation to the theoretical framework. This chapter also includes recommendations for Ooredoo Algeria's human resource management practices, offering insights that can enhance QWL and improve employee retention.

finally, we conclude with a conclusion that ties together the study's contributions and emphasizes its relevance in the field of human resource

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Organizational change is an inevitable phenomenon in the business world. Companies must continuously adapt to a changing environment in order to remain competitive and meet the expectations of their stakeholders. In this context, employee retention has become a growing concern, as the success of organizational change depends largely on the ability to maintain a committed and motivated workforce.

Quality of Work Life (QWL) plays a critical role in this dynamic. It encompasses key elements such as compensation, work-life balance, well-being, and professional development—all of which influence how employees experience and respond to changes within the organization. Enhancing QWL can help reduce resistance to change, foster engagement, and build organizational loyalty.

In particular, career development and workplace well-being contribute to equipping employees with the necessary tools and motivation to adapt to new demands. Similarly, providing adequate compensation and benefits reinforces their sense of value and fairness within the company. These dimensions of QWL are therefore essential not only for day-to-day satisfaction but also for long-term retention in periods of transformation.

This chapter provides a theoretical overview of the role of QWL in employee retention. It presents the main theories related to motivation and organizational behavior, as well as recent empirical studies that highlight the relationship between QWL and turnover intention. Finally, it introduces the conceptual framework that will guide the rest of this study, focusing on how three specific dimensions of QWL—compensation and benefits, work-life balance and well-being, and career development—affect employee retention in the context of Ooredoo Algeria.

Section 1: literature review

1.1. The evolution of the concept of quality of work life

Although the term "Quality of Work Life" is not used in the late 19th century, early initiatives such as profit sharing reflect a growing awareness of the need to improve working conditions. In the decades that follow, interest shifts toward understanding how employee attitudes influence productivity, laying the foundation for approaches that emphasize more supportive and humane workplaces.(DUPUIS & MARTEL, 2006, pp. 5-7)

Early Foundations (1950s-1960s):

In the 1950s and 1960s, The concept of Quality of Work Life (QWL) first emerged in the late 1960s through initiatives at General Motors in collaboration with the United Auto Workers. It was Irving Bluestone introduces the term, initially to represent how satisfied employees are with their jobs. Over time, this idea evolves from a simple measure of job satisfaction into a comprehensive strategy and set of programs aimed at enhancing employee productivity. These early QWL initiatives were shaped by cooperative efforts between labor and management, encouraging workers to actively engage in decision-making and problem-solving to improve their working environment. As a result, managerial perspectives began to shift, placing greater emphasis on employee well-being, fostering stronger interpersonal relationships, and promoting healthier, more supportive workplace conditions.(BENHASSINE & BOUKHEMKHEM, 2015, p. 93)

European Beginnings and the Role of Trade Unions (1970s):

The first major efforts to formalize the concept of QWL came from Europe, particularly in **Sweden**, where worker well-being is promoted through progressive social-democratic policies. Swedish labor policies, supported by both trade unions and employers, focus on improving working conditions, reducing the length of the workweek, and fostering a more equitable division of labor. These policies represent a significant step forward in acknowledging the importance of the worker's experience in the workplace. (Louis E. Davis, 1975)further contributes to the understanding of QWL by defining it as a comprehensive approach to improving work environments, considering not only physical conditions but also social and psychological factors. This holistic approach lays the foundation for much of the contemporary thinking about QWL.

The **1972 International Conference on QWL** in New York marks a landmark event in the evolution of the concept, bringing together scholars and practitioners from around the world. This conference helps formalize definitions and methodologies for measuring QWL, resulting in the establishment of key parameters, such as job satisfaction, work autonomy, and organizational participation. These parameters became integral components of QWL measurement frameworks used by researchers and organizations worldwide.(DR.Sophia & DR.A.Martin, 2024, p. 201)

The Expanding Scope: From Job Satisfaction to Employee Empowerment (1980s-1990s)

As the concept of QWL evolved, it shifted from a focus on simple job satisfaction to a more complex and dynamic understanding of the workplace. Carlson was one of the early researchers to define QWL not only as a goal but also as a process. Carlson emphasized that improving QWL involved increasing employee involvement, satisfaction, and effectiveness by fostering job enrichment and employee empowerment. This expanded the scope of QWL to include employee participation in decision-making processes and the creation of more meaningful work. Empowering employees to have a voice in shaping their work environment became an essential component of QWL initiatives.

Nadler & Lawler took this further by emphasizing the importance of participation in decision-making as a key aspect of QWL. They argued that decentralized decision-making and participatory management practices not only enhance job satisfaction but also contribute to greater organizational effectiveness. This perspective underscored the idea that QWL is not just a set of benefits or policies but a strategic process that requires active employee engagement and organizational commitment.

The 1990s saw the introduction of more nuanced perspectives on QWL. Kiernan & Knutson proposed that QWL is subjectively determined, varying based on individual experiences, career stages, and job positions. Their research highlighted factors such as role clarity, career progression, and social interactions within the workplace as critical determinants of QWL. This shift marked a recognition that employees' perceptions and personal goals must be considered when assessing QWL, making it a more individualized and dynamic concept.(DUPUIS & MARTEL, 2006, pp. 5-7)

Shifting Paradigms: From Needs Satisfaction to Organizational Success (2000s-2010s)

In the early 2000s, the QWL concept was expended by linking it to employee satisfaction with various needs met through workplace resources and activities. They proposed a model where needs such as financial security, autonomy, and professional growth contributed to overall QWL. This integrated perspective incorporated not only the intrinsic aspects of work but also the external factors that influence an employee's experience. This holistic view aligned with broader societal shifts towards **work-life balance**, autonomy, and personal development, which were increasingly valued by employees in the modern workplace.(sirgey, Dong, & Siegel, 2001, pp. 242-243)

Martel & Dupuis further expanded on this by suggesting that QWL is the balance between an individual's goals and the conditions provided by the workplace. They argued that aligning individual aspirations with organizational objectives is crucial for ensuring long-term personal and organizational success. This perspective introduced the idea that QWL is not solely about enhancing individual well-being but about creating synergy between personal goals and organizational outcomes.(DUPUIS & MARTEL, 2006, pp. 5-7)

They provided a practical definition of QWL, framing it as the degree of personal satisfaction experienced at work. This definition focused on job security, career opportunities, and employee empowerment as critical components of QWL, reflecting the increasing emphasis on workplace culture and its impact on employee retention and engagement. It also highlighted the importance of psychological well-being and economic factors in shaping an employee's perception of their work life.(FRANCIS, 2024)

Contemporary Perspectives: Adapting to New Realities (2020s)

Recent studies have continued to build upon the foundational perspectives of QWL, adapting them to the changing landscape of the modern workplace. Akgunduz examined the role organizational culture and psychological well-being play in enhancing QWL and staff engagement. The findings indicate that a positive organizational culture that enhances inclusion and belongingness has a direct impact on job satisfaction and organizational commitment. This is the increased recognition that the emotional welfare and mental well-being are central to QWL nowadays. However, although their study is based on subjective

well-being, it isn't always asking about structural company policies within the workplace and what impact they have on long-term employee retention.(Akgunduz, Pazarsi, & Badakoglu, 2022, pp. 4-5)

MR.Sharma explores the impact of **digital transformation** and **flexible work arrangements** on QWL. They have found that remote work, digital collaboration tools, and flexible scheduling had a profound effect on employee morale and productivity. These findings reflect the growing importance of adaptability and technological integration in modern QWL practices, particularly as organizations increasingly embrace hybrid and remote work models in response to global trends(M. Sharma & DR.Gupta, 2022, pp. 200-220)

The role of work-life balance in Quality of Work Life (QWL) remains a central focus. Work-life balance is defined as the ability to manage professional responsibilities while leading a fulfilling personal life. Key elements of this balance include time management, flexible work hours, and maintaining boundaries between work and personal life. Achieving a good work-life balance enhances job satisfaction, reduces stress, and supports overall well-being. Research indicates that individuals who successfully balance their personal and professional lives are more creative, productive, and motivated at work. Organizations that promote work-life balance typically experience lower levels of burnout, absenteeism, and turnover, leading to better overall performance. Employees who feel they have control over their work schedules and personal commitments tend to be more satisfied and engaged with their jobs.(DUPUIS & MARTEL, 2006, pp. 5-7)

The concept of **diversity and inclusion** has also emerged as a crucial factor in contemporary QWL discussions. The role of diversity and inclusion in enhancing QWL was investigated and found that workplaces with strong inclusivity measures saw improved employee motivation, innovation, and overall QWL. This research highlights the importance of fostering a diverse and inclusive environment, which not only benefits employees but also contributes to organizational creativity and problem-solving.(Rodriguez & Patel, 2023, pp. 145-159)

Finally, **RIDOINI Nabil** explored the influence of **artificial intelligence (AI)** and **automation** on QWL. They found that the relationship between digitalization and Quality of Work Life and Working Conditions (QWLC) is an increasingly important area of

research. On the positive side, digital tools can improve QWLC by offering greater work flexibility and easier access to online training, both of which can boost job satisfaction. However, digitalization also brings challenges. For example, the constant use of communication technology can lead to work overload and blur the lines between personal and professional life, which can affect employees' well-being. Additionally, while digital collaboration tools help connect remote teams, they can also contribute to feelings of isolation. Another concern is that the digitalization of HR processes, while improving transparency, raises issues about data privacy and fairness in algorithm-based decisions. In conclusion, while digitalization has significant potential to improve QWLC, it also presents challenges that need careful attention(Ridoini & Benabdelhadi, 2024, pp. 7-10)

Figure 2 the evolution of the concept of quality of work life



Source: developed by the authors based on the previous information

1.2. The Relationship Between Quality of Work Life (QWL) and Talent Retention

Quality of Work Life (QWL) emerged as an important factor in employee retention in today's competitive job market. Organizations increasingly focus on enhancing QWL to raise employee satisfaction, motivation, and long-term commitment. Talent retention at the top is vital to reduce recruitment costs, maintain productivity, and drive innovation. This literature review explores the connection between QWL and employee retention through examination of the main determinants such as work environment, career development, work-life balance, and well-being initiatives. Further, this review presents a critical analysis of existing studies, points out areas of research gaps, and suggests future directions of research. The interplay between QWL and talent retention is an essential area of concern for organizations that seek to realize employee loyalty and success. Since firms are being faced with high rates of employee turnover, the dynamics of QWL become important. Positive QWL, under which employees have a feeling of being valued, supported, and satisfied in workplace environments, in fact decides their tenure with an organization. Research proves that workers, who have had positive QWL, are discovered to be committed to their jobs and not so keen to look around for other options.

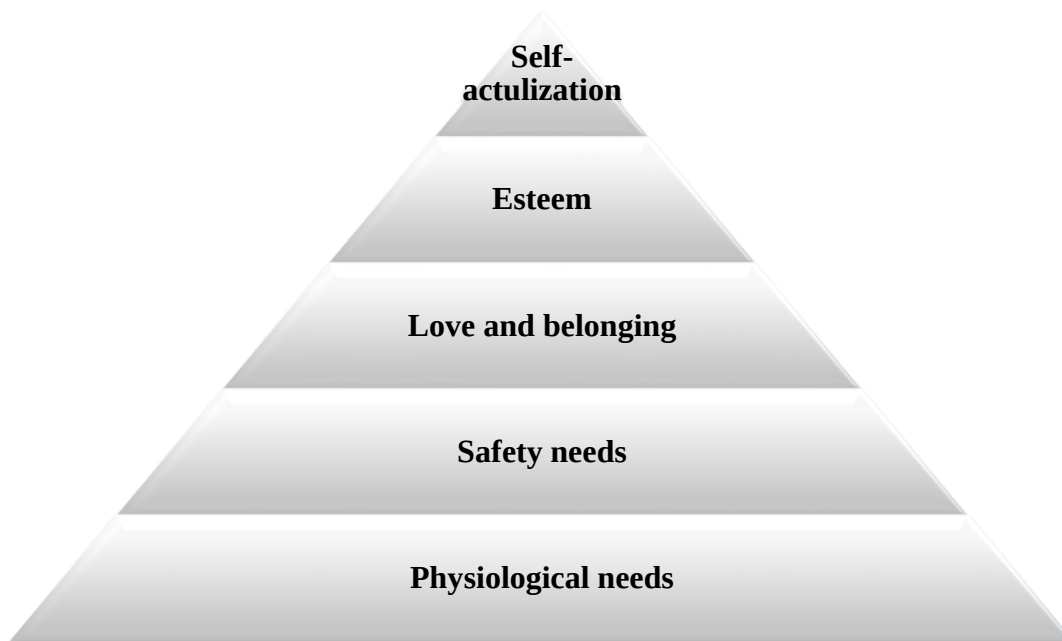
1.2.1. Theoretical Perspectives on QWL and Retention

The relationship between QWL and employee retention is underpinned by several seminal theories in organizational behaviour and management. These theories help explain why a supportive work environment is crucial for talent retention.

Maslow's Hierarchy of Needs (1943)

Abraham Maslow's **Hierarchy of Needs** theory suggests that individuals are motivated by a series of needs, starting with physiological needs (such as salary and job security) and advancing through safety, social, esteem, and self-actualization needs. In the context of QWL, organizations that provide a work environment that addresses these needs are more likely to retain employees. For instance, meeting basic needs such as competitive compensation and job security (hygiene factors) can prevent dissatisfaction, while offering opportunities for personal growth, recognition, and autonomy (motivators) fosters long-term engagement. Organizations that fulfill these needs help employees feel valued, supported, and fulfilled, which in turn leads to higher retention. (Maslow, 1943, pp. 370–396)

Figure 3 Maslow's Hierarchy of needs



source: Maslow's hierarchy of needs(McLeod, 2025)

Herzberg's Two-Factor Theory (1959)

Herzberg's Two-Factor Theory identifies two categories of factors that influence job satisfaction: hygiene factors and motivators. Hygiene factors, such as salary, work conditions, and job security, are necessary to prevent dissatisfaction but do not necessarily motivate employees. Motivators, such as opportunities for career advancement, recognition, and meaningful work, drive employees to perform at their best. A high QWL ensures that both hygiene factors and motivators are addressed, creating an environment where employees are not only satisfied but also highly motivated. This balance helps reduce turnover by increasing job satisfaction and fostering employee loyalty. (Sanjeev, 2016, pp. 155–173)

Social Exchange Theory (Blau, 1964)

According to **Social Exchange Theory**, employees are more likely to remain with an organization when they perceive a reciprocal relationship based on fairness and mutual benefit. When employees perceive that the organization values them and invests in their well-being, they feel obligated to reciprocate with loyalty and commitment. In the context of QWL, organizations that offer benefits such as flexible working conditions, career development opportunities, and support for work-life balance enhance employees' perceptions of fairness and value. This increases employees' sense of obligation to stay with the organization, thereby improving retention rates. (Homans, 1958, pp. 597–606)

1.2.2. Previous studies on QWL and Employee Retention

In addition to the theoretical foundations presented earlier Maslow, Herzberg, Blau, numerous empirical studies have been conducted to examine how various dimensions of Quality of Work Life (QWL) influence employee retention across multiple organizational contexts. These studies provide valuable insights into the mechanisms through which QWL enhances employee satisfaction and loyalty, ultimately reducing turnover intentions.

Collectively, these empirical works reveal that several key dimensions of QWL are consistently associated with improved retention outcomes. A positive work environment, characterized by supportive leadership, transparent communication, and inclusive practices, plays a central role in fostering employee commitment (Johnson & Taylor, 2021). Psychological and physical well-being also emerges as a crucial determinant;

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studies indicate that employees who have access to mental health support, ergonomic workspaces, and stress management programs are more likely to remain with their organizations (Lee, 2022, pp. 567–586). Similarly, work-life balance through flexible work arrangements, parental leave, and clear work-life boundaries has been shown to significantly boost employee satisfaction and reduce burnout, thereby encouraging long-term retention. (Kim, 2021, pp. 735–752)

Furthermore, career development opportunities and employee recognition are repeatedly highlighted as strong predictors of retention. Employees who perceive clear pathways for career advancement and who feel their efforts are recognized and valued are more engaged and less inclined to seek alternative employment opportunities. (Patel & Singh, 2023) (Martinez, 2022) These studies underscore the multidimensional nature of QWL and demonstrate that a holistic approach—encompassing both tangible rewards (e.g., salary, benefits) and intangible factors (e.g., recognition, growth, well-being) is essential for retaining talent.

However, despite these valuable contributions, the existing literature exhibits several notable limitations. First, many studies are confined to specific sectors such as technology, healthcare, or multinational corporations which restricts the generalizability of their findings to other industries like the service sector or telecommunications. Second, the majority of these studies adopt cross-sectional designs, collecting data at a single point in time. This limits the ability to assess the long-term causal relationships between QWL factors and employee retention. Third, while the importance of leadership and organizational culture is often acknowledged, few studies conduct a detailed analysis of how different leadership styles or cultural practices moderate the relationship between QWL and retention.

In light of these gaps, it is evident that further research is needed to explore the sector-specific impacts of QWL dimensions on retention, particularly in dynamic and service-oriented industries such as telecommunications. Additionally, longitudinal studies could provide deeper insights into how QWL initiatives influence retention over time.

The following table presents a comparative synthesis of five key empirical studies. It summarizes their research contexts, main findings, and methodological limitations. This synthesis provides a clear justification for the selection of QWL factors that are examined

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in our own research model and highlights how our study contributes to addressing the identified gaps in the existing literature.

Numerous empirical studies have examined the relationship between QWL and employee retention, highlighting key factors that influence an organization's ability to retain talent. Below are several noteworthy studies that provide a comprehensive understanding of the QWL-retention link

Table 1: previous studies

Year	Author	The study	Focus	Findings	Limits
2021	Johnson & Taylor	QWL and Employee Retention in Technology Firms	Tech industry	This study in the tech industry found that a positive work environment, flexibility, and growth opportunities boost loyalty, while stress and lack of support increase turnover. It highlights the need for mental health resources, remote work, and continuous learning to improve retention.	This study focuses only on the tech industry, which means its findings might not apply to other sectors. The study emphasizes work environment, flexibility, and growth, but it doesn't explore other important factors like leadership or company culture, which could also impact retention
2022	Lee & Park	Psychological and Physical Well-being in Employee Retention	Psychological and physical well-being	This study explored how psychological well-being and physical health impact employee retention. It found that mental health support, ergonomic workspaces, and stress management programs increase retention. The study emphasizes the importance of investing in employee assistance	The study uses data collected at a single point in time, which makes it difficult to understand the long-term effects of well-being programs. It also relies on self-reported data from employees, which could be biased based on their own perceptions or personal beliefs.

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				programs (EAPs) and wellness initiatives to reduce burnout and improve retention.	
2023	Patel & Singh	QWL in Public vs. Private Sectors	Public vs. private Sectors	This study compared QWL and retention strategies in public and private sectors. It found that public-sector employees valued job stability and work-life balance, while private-sector employees prioritized career advancement and higher pay. Both sectors, however, needed better leadership support. The study suggests adopting hybrid work models and structured career development programs to improve retention	While the study compares public and private sectors, it doesn't look at other types of organizations, like non-profits or startups. Additionally, it doesn't consider other factors like leadership style or external pressures specific to each sector that could affect employee retention
2021	Kim & Hernandez	Work-Life Balance and Retention in Multinational Companies	Work-life balance in MNCs	This study examined how work-life balance impacts talent retention in multinational companies. It found that employees with flexible schedules, parental leave, and clear work-life boundaries were more likely to stay. The study emphasizes the importance of flexible work policies, family benefits, and a work-life	This study is limited to multinational companies, which may not reflect the experiences of employees in smaller businesses or local firms. The study doesn't address how cultural differences across countries might influence work-life balance, or how economic factors could affect employees' ability to maintain a healthy work-

				balance culture to retain employees in a globalized environment.	life balance.
2022	Martinez et al	QWL and Retention in Healthcare	QWL in healthcare	This study examined QWL and employee retention in healthcare settings. It found that workload management, supportive leadership, and fair pay are key to retention. Hospitals with burnout reduction programs and better staffing had lower turnover. The study recommends prioritizing well-being and offering employee recognition	The study focuses on healthcare, which faces unique challenges like high stress and burnout. These findings may not apply to other industries with different work conditions. It also doesn't account for external factors like regulations or staffing shortages that could affect retention in healthcare.

Source: Developed by the authors based on the results of the literature review

1.2.3. Research Gaps

While numerous studies have explored the relationship between QWL and talent retention, several gaps remain:

- **Industry-Specific Considerations:** Most research focuses on specific industries (e.g., tech or healthcare), leaving gaps in understanding QWL's impact on service-based industries, non-profits, or startups.
- **Longitudinal Analysis:** Many studies, such as Lee & Park (2022), rely on cross-sectional data, which limits understanding of long-term retention trends.
- **The Role of Leadership:** Research often acknowledges leadership but does not analyze which styles (e.g., transformational vs. transactional) are most effective in improving QWL and retention.
- **Diversity, Equity, and Inclusion (DEI):** While diversity fosters motivation, more research is needed on how DEI initiatives directly impact QWL and retention.

- Digitalization of Work: The long-term effects of hybrid and remote work models on employee satisfaction and engagement require further investigation.

Although many studies have explored the link between Quality of Work Life (QWL) and employee retention (e.g., Lee & Park, 2022; Kim & Hernandez, 2021), few have focused on the telecommunications sector in emerging markets like Algeria. By examining Ooredoo Algeria, this study offers insights into a neglected context.

Unlike previous research, which often applies general models that overlook company- and country-specific factors, this study develops a framework tailored to the cultural and industry context of Algeria. Using a quantitative survey, it provides empirical evidence on how QWL dimensions affect employee retention within Ooredoo Algeria.

Finally, by identifying the most valued QWL factors among telecom employees, the study offers practical recommendations for HR managers and contributes to improving workforce stability in competitive environments.

1.2.4. Key Factors Influencing QWL and Retention

Several factors within the domain of QWL have been found to significantly influence talent retention. These factors, when addressed effectively, contribute to an environment where employees feel valued, supported, and motivated to stay with the organization.

Work-Life Balance

The importance of work-life balance as a critical component of QWL cannot be overstated. In today's fast-paced work environment, employees are increasingly seeking greater flexibility to manage both personal and professional responsibilities. Research by Green emphasizes that offering flexible work schedules, remote work options, and family support policies can significantly enhance employee satisfaction and loyalty. By offering these benefits, organizations help employees maintain a healthy balance between work and life, thus mitigating work-related stress and preventing burnout. This flexibility is particularly important for younger generations such as Gen Z, who place high value on personal well-being alongside career progression. Beyond flexible working hours, organizations should adopt policies that support employees' personal needs, such as childcare assistance and extended parental leave. These policies contribute to a culture of support, ensuring that

employees feel their personal lives are valued just as much as their professional contributions.(Green, 2016, pp. 36–51)

Career Development Opportunities

Career development plays a pivotal role in employee retention. Akinbode and Adeoye emphasize that employees are more likely to remain with an organization that offers opportunities for professional growth. Providing training programs, skill development workshops, and mentorship opportunities not only enhances employees' abilities but also strengthens their connection to the organization. The absence of career progression opportunities can lead to stagnation, dissatisfaction, and, ultimately, turnover. A transparent career trajectory, where employees can see clear opportunities for advancement and promotion, fosters a sense of purpose and accomplishment, which are essential for maintaining high levels of engagement.(Akinbode, 2019, pp. 45–58)

Supportive Work Environments

Creating a supportive work environment is crucial for talent retention. Roussi and Ben Arfi highlight that organizations that promote positive organizational cultures characterized by recognition programs, inclusive practices, and stress management initiatives tend to have higher levels of employee satisfaction and lower turnover rates. Inclusive environments, where diversity is valued and equal opportunities are provided, help cultivate a sense of belonging. Recognition programs that acknowledge individual and team achievements foster an atmosphere of appreciation, enhancing motivation and reinforcing positive behavior. These supportive environments not only improve day to day job satisfaction but also enhance long-term retention by making employees feel valued and engaged.(Roussi, 2017, pp. 1–15)

Well-Being Programs

The implementation of well-being programs—covering both mental and physical health—is essential for improving QWL and retaining employees. According to Boudard and Boucher, organizations that invest in mental health support, fitness programs, and stress management workshops show a strong commitment to employee welfare. These programs help employees manage stress, improve overall physical health, and enhance productivity. By focusing on mental health, organizations can reduce absenteeism due to burnout or stress-related illnesses.(Boudard, 2015, pp. 50–65)

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To conclude, the existing literature strongly affirms that Quality of Work Life (QWL) plays a crucial role in talent retention. Organizations that prioritize employee well-being, career development, and a supportive work environment enjoy benefits such as greater employee engagement, higher job satisfaction, and reduced turnover rates. By adopting strategies like flexible work arrangements, career advancement opportunities, recognition programs, and well-being initiatives, companies can foster an environment that not only attracts top talent but also retains it. These elements are essential for building a dedicated and motivated workforce, which ultimately contributes to an organization's long-term success.

Nonetheless, the literature underscores that there is no universal solution for enhancing QWL. Different industries and workforces present unique needs and challenges, requiring QWL interventions to be customized to fit specific organizational contexts and employee demographics. Future research should focus on sector-specific QWL strategies, investigating how various industries can tailor interventions to address the distinct needs of their employees. This approach will help organizations optimize their QWL practices, enabling them to retain talent and stay competitive in the market.

Section 2: conceptual framework

2.1. Quality of work life

2.1.1. Concept of quality of work life

Quality work life:

Quality of Work Life (QWL) is a philosophy that holds people as the most valuable resource in an organization, emphasizing their trustworthiness, responsibility, and capacity to make meaningful contributions. As such, employees should be treated with dignity and respect. The factors relevant to an individual's QWL include their tasks, the physical work environment, the social environment within the organization, the administrative system, and the balance between work and personal life (Raduan Che, LooSee, Jegak, & Khairuddin, 2006, pp. 21 -51)

Moreover, as several studies have shown, increases in wellbeing linked to economic indicators may combine with stability or even decrease in relation to subjective parameters (Blanchflower & Oswald, 2010, pp. 12-15), quality of work-life (QWL) refers to an employee's satisfaction with the working life. It emphasizes the quality of the relationship between the worker and the working environment (Raduan Che, LooSee, Jegak, & Khairuddin, 2006, pp. 21 -51).

As its conceptualization covers a broad spectrum of factors, researchers operationalized QWL differently in different time periods. From 1960s to 1980s, QWL was limited to desirability of working conditions. Later on, need satisfaction approach emerged during 1980s and 2000s. Currently, researches are using combination of both approaches as per their judgment (GOGOLEVA, SOROKIN, & EFENDIEV, 2017, pp. 603-604). Combination of these approaches lead to diverse outcomes of QWL dimensions, such as; employees' feelings toward job content, physical work environment, pay, benefits, promotions, autonomy, teamwork, participation in decision-making, occupational health and safety, job security, communication, colleagues and managers support and work-life balance (Adhikari & Gautam, 2010, p. 41), and several others. Conclusively, QWL is a combination of all those factors which are critical to attract and retain qualified employees. (Mazlan, et al., 2018, p. 41). As QWL is equally important for both employees and organizations, researchers from different fields extensively researched it. Since the origin of QWL research, interest of researchers is continuously shifting. But these trends in QWL

research are not fully explored. As the previous studies conducted in this regard were quite limited in their scope(GOGOLEVA, SOROKIN, & EFENDIEV, 2017, pp. 603-604)

Conducted a detailed bibliometric literature review of 387 publications to explore research perspectives and problems in conceptualization and operationalization of QWL. But his research was limited to only organizational studies. Several other researchers conducted literature reviews but those reviews had their own limitations, in terms of area and time period. There is a need to conduct bibliometric analysis along with literature review to identify the past trends in QWL research. So that research gaps could be identified thoroughly, and further.(Chew Abdullah, Zakaria, & Zahoor, 2021, p. 2)

QWL is defined as a supportive work environment that fosters employee satisfaction by offering rewards, job security, career advancement opportunities, and more. Hackman (1980) stated that a work environment that meets employees' personal needs creates a positive interaction effect, ultimately leading to excellent QWL. Similarly, Cunningham and Eberle (1990) highlighted that personal needs are fulfilled when organizational rewards—such as compensation, promotions, recognition, and development—align with employees' expectations. (Nanjundeswaraswamy & Swamy, 2013, p. 2)

2.1.2. Determinants of quality of work life

The concept of quality of work life encompasses various factors affecting individuals and teams, enabling, through the chosen methods of implementing work organization, a balance between employees' living and working conditions and the quality of public service. Enhancing the quality of work life is a process that includes all actions aimed at ensuring this balance. It is a collaborative social process that works to improve work (content, organization, conditions, context) for the development of both individuals and services.

From a practical stand point, the annex of Article 13 of the 2013 ANI outlines "descriptive elements to help develop a quality of life at work approach within the framework of social dialogue," categorized into ten key action areas:

- The quality of commitment at all levels within the company.
- The quality of shared information across the company.
- The quality of work relationships.
- The quality of social relations, built on active social dialogue.

- The quality of the methods used to implement work organization.
- The quality of the content of the work.
- The quality of the physical work environment.
- Opportunities for personal growth and development.
- The ability to balance professional and personal life.
- The respect for gender equality in the workplace

(Bourdu, Péretié, & Richer, 2016, pp. 35-36)

2.1.3. Quality of work life approach

Enhancing working circumstances and employee well-being is the main goal of the Quality of Work Life (QWL) strategy, also known as Démarche QVT, which holds that doing so increases motivation and organizational performance. (Anact, 2019). In order to enhance work organization, job content, and health and safety, management and employees must work together. (Giorgi, et al., 2020) This strategy seeks to improve the workplace's emotional and physical elements for the good of both the company and its workers (Sirgy & Lee, 2021, p. 240)

2.1.4. Objectives of the Quality of Work Life (QWL)

The launch of a Quality of Work Life (QWL) initiative can be driven by various aspects of an organization's and employees' lives: enhancing attractiveness, boosting engagement, fostering team cohesion, increasing professional motivation, promoting innovation, retaining employees, preventing work-related risks, reducing absenteeism, and improving service quality and we can summarize these objectives in 5 points: (Anact, 2019)

- Addressing the Need for Meaningful Work

In the public sector, finding meaning in work is crucial for employee engagement and job satisfaction. Public service plays a key role in fostering motivation, expertise, and involvement, making it a vital resource for improving workplace quality and driving change.

- Preventing Occupational Risks and Promoting Employee Health

Expanding Psycho-Social Risk (PSR) Efforts

The QVT approach complements existing PSR prevention plans by evaluating both work conditions and service quality. It helps employees express themselves, which contributes to better organizational performance and sustained improvement in public sector functioning.

Rethinking Prevention

QVT incorporates professional risk prevention early in change projects, promoting primary prevention. Allowing employees to find meaning in their work boosts their health and well-being, supporting both better work processes and public service.

- Encouraging Engagement and Motivation

Allowing employees to express challenges in their daily work is essential for improving quality of life. QVT initiatives create lasting channels for employee feedback, helping to address their concerns and enhance motivation.

- Supporting Organizational Transformations

Change projects must consider employee work conditions to preserve both the quality of work and its meaning. A QVT approach involves employees in transformations, ensuring their work conditions are addressed

- Promoting Work-Life Balance

Balancing professional and personal life is a key challenge. QVT initiatives can improve work-life balance through better time management, remote work options, and policies that support employees' continued employment and well-being.

2.2. Employee retention

2.2.1. Notion of employee retention

Employee retention refers to an organizations ability to maintain a committed and productive workforce by implementing strategies that enhance job satisfaction, motivation, and long-term engagement. It encompasses a range of practices aimed at reducing voluntary turnover by addressing key factors that influence employees decisions to stay within an organization. Effective retention strategies involve fostering a supportive work environment where employees feel valued, recognized, and provided with opportunities for

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professional growth, ultimately ensuring organizational stability and sustained performance.

According to (Diaz, Hernandez , & Salvador, 2023), employee retention is shaped by several interrelated factors, including career development opportunities, job satisfaction, and work-life balance. Organizations that actively invest in these areas are better positioned to retain talent, as employees are more likely to remain with employers that offer professional growth, fair compensation, and a positive workplace culture. Furthermore, organizations that effectively retain employees benefit from enhanced institutional knowledge, stronger team cohesion, and

improved overall productivity. Experienced employees contribute to innovation, mentorship, and operational efficiency, which ultimately strengthens the company's competitive advantage and long-term success.

(Halusa, Vanek, & Benes, 2023, pp. 3-24)highlight the significant role of technological advancements in enhancing employee engagement and skill development. The integration of innovative training methods, such as virtual reality and digital learning platforms, not only equips employees with essential competencies but also fosters a sense of commitment by demonstrating an organizations investment in their career progression. Employees who feel supported in their professional development are more likely to remain loyal to their employers, reducing the costs associated with recruitment and onboarding new talent.

(Jasuthan R & Kapiashrami, 2024) emphasize that organizations prioritizing continuous learning and professional development tend to experience higher retention rates. Employees actively seek environments that facilitate career advancement and provide opportunities for continuous skill acquisition. Companies that establish structured development programs, mentorship initiatives, and upskilling opportunities create a culture of long-term commitment and engagement. By fostering a workplace that supports career growth, organizations can significantly mitigate the risk of voluntary turnover and sustain a motivated workforce.

(Kwon & Kim, 2020)underscores the importance of fostering employee well-being as a core component of retention strategies. Organizations that prioritize employee satisfaction, mental health, and work-life balance tend to experience lower turnover rates and stronger organizational commitment. Employees who feel valued, respected, and supported in a

healthy work environment are more likely to exhibit loyalty and remain with their employers for extended periods. A workplace culture that promotes well-being not only enhances employee retention but also contributes to higher job performance and overall organizational success.

2.2.2. Types of Employee Retention

Employee retention is a strategic priority for organizations aiming to maintain a stable and engaged workforce. The ability to retain employees is influenced by multiple factors, including workplace conditions, organizational culture, leadership effectiveness, and external economic conditions. To effectively implement retention strategies, it is essential to understand the different types of employee retention, which can be categorized based on employee motivation, organizational objectives, and structural influences.

2.2.2.1. Voluntary vs. Involuntary Retention

One of the primary distinctions in employee retention is whether it is voluntary or involuntary.

- **Voluntary Retention** occurs when employees actively choose to stay with an organization due to positive work experiences, career development opportunities, and alignment with organizational values. Companies fostering a supportive work environment and strong employee engagement initiatives tend to experience higher voluntary retention rates. Employees who feel valued, challenged, and appreciated are more likely to remain committed to their employer, reducing turnover rates and improving overall organizational stability (Neguyen, 2023).
- **Involuntary Retention** happens when employees remain with an organization due to external constraints, such as economic instability, lack of alternative job opportunities, or binding contractual agreements. While this form of retention ensures workforce stability, it does not necessarily equate to high job satisfaction or motivation. MarínDíaz et al argue that organizations relying excessively on involuntary retention risk employee disengagement, reduced productivity, and weakened organizational commitment (Díaz, Hernandez, & Salvador, 2023).

2.2.2.2. Functional vs. Dysfunctional Retention

Retention can also be classified based on its impact on the organization's overall performance and effectiveness.

- **Functional Retention** refers to the retention of high-performing employees who contribute positively to an organization's goals and culture. Organizations implement talent management strategies, leadership development programs, and competitive compensation packages to ensure continued engagement of their best employees. This type of retention fosters innovation, institutional knowledge, and long-term stability, ultimately strengthening an organizations competitive advantage(Brewster , Chung, & Sparrow, 2023)
- **Dysfunctional Retention** occurs when underperforming employees remain in the organization due to ineffective exit policies, weak performance management, or excessive job security. (Bharadwaj, Khan, & Yameen, 2022) highlight that dysfunctional retention can hinder organizational efficiency, reduce team productivity, and negatively impact workplace morale. Addressing this issue requires robust performance evaluation systems, structured feedback mechanisms, and proactive workforce planning to ensure that only employees who add value to the organization are retained.

2.2.2.3. Short-Term vs. Long-Term Retention

Organizations also differentiate their retention strategies based on time horizons.

- **Short-Term Retention** focuses on retaining employees for a specific period, often during crucial projects, transition phases, or seasonal work demands. Employers use temporary incentives, project-based bonuses, and contract extensions to achieve short-term retention objectives. Industries with high turnover rates, such as retail and hospitality, frequently rely on short-term retention strategies to manage workforce fluctuations and meet business needs efficiently.(Halusa, Vanek, & Benes, 2023)
- **Long-Term Retention** aims to cultivate a dedicated workforce by providing career development opportunities, competitive salaries, and a strong organizational culture. (Diaz, Hernandez , & Salvador, 2023) argue that long-term retention strategies build institutional knowledge, foster employee loyalty, and promote organizational stability(Kashyap & Rangnekar, 2014). Employees who experience continuous professional growth are more likely to stay committed to the company, reducing recruitment and training costs while enhancing business continuity.

2.2.2.4. Preventive vs. Reactive Retention

Retention strategies can be categorized based on their proactive or reactive nature.

- **Preventive Retention** emphasizes the creation of a work environment that naturally encourages employees to stay. This approach includes structured career development plans, employee recognition programs, mentorship opportunities, and initiatives to improve work-life balance(Gruman & Saks, 2011). By addressing potential retention risks before they become issues, organizations can foster long-term employee commitment and satisfaction(Kwon & Kim, 2020).
- **Reactive Retention** involves responding to immediate employee dissatisfaction or potential turnover threats. Strategies may include counteroffers to employees considering external job opportunities, last-minute promotions, or implementing engagement programs in response to declining employee morale. While effective in the short term, reactive retention strategies can be costly and unsustainable if not complemented by preventive measures that create a strong, loyal workforce.(Theodorsson, Gudmands, & Gudlaugsson , 2023)

2.2.2.5. Compensation-Based vs. Development-Based Retention

Retention strategies can also be categorized based on the primary mechanisms used to encourage employees to stay.

- **Compensation-Based Retention** relies on financial incentives, such as competitive salaries, performance-based bonuses, and comprehensive benefits packages. (Bharadwaj, Khan, & Yameen, 2022)suggest that competitive compensation structures are among the strongest predictors of retention, particularly in industries with high job mobility and demand for specialized skills.
- **Development-Based Retention** focuses on continuous learning, career progression, and skills enhancement. Jesuthasan et al highlight that organizations investing in employee development tend to experience higher retention rates, as employees feel valued and perceive long-term growth opportunities within the company(Jesuthasan & Boudreau, 2022).Training programs, leadership development initiatives, and internal mobility pathways are essential components of development-based retention, as they contribute to employee engagement and long-term organizational success(Hausknecht, Rodda, & Howard, 2009).

2.2.2.6. Cultural vs. Structural Retention

Retention strategies may also be shaped by organizational culture and structural policies.

- **Cultural Retention** is driven by an organization's values, work environment, and leadership approach. Employees choose to stay because they identify with the company's mission and experience a strong sense of belonging. A positive workplace culture fosters employee engagement, collaboration, and loyalty, ultimately reducing voluntary turnover rates and enhancing overall productivity (Neguyen, 2023)
- **Structural Retention** is maintained through formal policies and systems such as long-term employment contracts, pension plans, job security provisions, and legally binding agreements. While structural factors contribute to workforce stability, they may not always enhance job satisfaction or productivity. Organizations must balance structural retention with engagement initiatives, career development programs, and recognition strategies to ensure long-term employee commitment (Diaz, Hernandez, & Salvador, 2023).

2.2.3. Factors of Employee Retention

Employee retention is a critical challenge for organizations striving to maintain a stable and engaged workforce. Various factors influence an employee's decision to stay or leave an organization. Understanding these factors enables businesses to implement targeted retention strategies that enhance job satisfaction, commitment, and long-term loyalty.

2.2.3.1. Compensation and Benefits

Competitive compensation and comprehensive benefits packages are among the strongest determinants of employee retention. According to (Bharadwaj, Khan, & Yameen, 2022) employees are more likely to remain with organizations that offer salaries aligned with industry standards, performance-based incentives, and attractive benefits such as health insurance, retirement plans, and stock options. (Holuša, 2023) argue that organizations with structured reward systems experience lower turnover rates, as employees feel financially secure and valued. Moreover, (Saks & Gruman, 2023) emphasize that salary satisfaction plays a crucial role in long-term retention, as employees tend to remain loyal when their financial needs are adequately met.

2.2.3.2. Career Development and Growth Opportunities

Opportunities for career advancement and skill development play a significant role in employee retention. Employees are more likely to stay in organizations that invest in their professional growth through training programs, mentorship, and internal promotion pathways (Jesuthasan & Boudreau, 2022). Research by (Hausknecht, Rodda, & Howard, 2009) highlights that companies with structured career progression plans and leadership development programs experience higher retention rates, as employees perceive long-term career prospects within the organization. (Brewster, Chung, & Sparrow, 2023) note that organizations fostering continuous learning and internal mobility are better positioned to retain top talent.

2.2.3.3. Work-Life Balance

Maintaining a healthy work-life balance is crucial for employee satisfaction and retention. Organizations that support flexible work arrangements, remote work options, and reasonable workloads contribute to employee well-being, reducing stress and burnout (Neguyen, 2023). Kwon & Kim, (2020) emphasize that companies with work-life balance initiatives report increased employee engagement and lower turnover rates, as employees feel their personal needs are respected and accommodated. Additionally, (Diaz, Hernandez, & Salvador, 2023) suggest that promoting work-life balance enhances overall productivity and morale, fostering a positive workplace culture.

2.2.3.4. Organizational Culture and Leadership

A positive organizational culture and effective leadership significantly impact employee retention. Employees are more likely to stay in an environment where they feel valued, respected, and aligned with the company's mission and values (Diaz, Hernandez, & Salvador, 2023). Also, Leadership style plays a crucial role; supportive, transparent, and communicative leaders foster trust and loyalty among employees. Organizations that promote a culture of inclusion, recognition, and ethical leadership enhance employee commitment and reduce voluntary turnover. (Saks & Gruman, 2023) further highlight that transformational leadership approaches positively influence employee engagement and retention.

2.2.3.5. Job Satisfaction and Engagement

Employees who find their work meaningful and engaging are less likely to seek alternative employment. Job satisfaction is influenced by factors such as role clarity, autonomy, and

alignment with personal values (Meeier, 2023) Research by (Saks & Gruman, 2023)suggests that organizations fostering high levels of employee engagement through challenging work, team collaboration, and feedback mechanisms experience stronger retention outcomes. Moreover, (Neguyen, 2023)assert that job enrichment initiatives, such as cross-functional projects and skill-based task assignments, contribute to higher retention rates.

2.2.3.6. Employee Recognition and Reward Systems

Recognition and rewards contribute to employee motivation and retention. Employees who feel appreciated for their contributions are more likely to remain committed to their organization. Effective recognition programs, including financial rewards, public acknowledgment, and career progression incentives, reinforce employee loyalty and job satisfaction(Jesuthasan & Boudreau, 2022). (Holuša, 2023)add that personalized recognition strategies, such as tailored career development plans, significantly enhance retention rates.

2.2.3.7. Job Security and Stability

Employees value job security, especially in uncertain economic conditions. Organizations that provide stable employment contracts, clear career paths, and transparent communication regarding job stability enhance employee confidence and commitment(Holuša, 2023). Research by MarínDíazetalshows that employees who perceive their jobs as secure are less likely to seek external opportunities, thereby improving retention rates(Diaz, Hernandez , & Salvador, 2023). Additionally, (Hausknecht, Rodda, & Howard, 2009)highlight that organizations with strong succession planning and internal hiring policies foster a sense of long-term stability.

2.2.3.8. Workplace Environment and Team Dynamics

A positive and collaborative workplace environment enhances employee satisfaction and retention. Strong interpersonal relationships, supportive colleagues, and a cohesive team culture contribute to job fulfillment (Neguyen, 2023) Brewster, Chung, and Sparrow highlight that organizations fostering teamwork and open communication experience lower turnover rates, as employees feel a sense of belonging and shared purpose(Brewster , Chung, & Sparrow, 2023). Furthermore, Jesuthasan et al. note that organizations with inclusive workplace policies and diversity initiatives tend to retain a more engaged and committed workforce(Jesuthasan & Boudreau, 2022).

2.2.4. Strategies for Employee Retention

Employee retention is essential for an organization's stability, productivity, and long-term growth. High turnover rates can lead to increased costs, knowledge loss, and workflow disruptions. To mitigate these challenges, organizations implement various retention strategies

that enhance employee satisfaction and commitment. This paper explores key employee retention strategies, drawing from recent research and industry best practices.

2.2.4.1. Competitive Compensation and Benefits

Providing competitive salaries and benefits is fundamental to employee retention. Organizations that align their compensation structures with industry standards tend to have lower turnover rates, companies offering performance-based incentives, health benefits, retirement plans, and wellness programs witness increased employee satisfaction and loyalty. Additionally, a comprehensive benefits packages, including educational support and stock options, improve job security and engagement(De Vos & Meganck, 2009).

2.2.4.2. Career Development and Growth Opportunities

Employees are more likely to stay in organizations that invest in their professional growth. Providing training programs, mentorship, and career advancement opportunities fosters job satisfaction and motivation. Fanisiemphasizes that structured career development plans and leadership training initiatives increase employee retention.(Fanisi, 2023) .further argues that upskilling employees not only enhances performance but also strengthens their commitment to the organization.(Ruchitha ND, 2024)

2.2.4.3. Work-Life Balance and Flexible Work Arrangements

Flexible work arrangements are crucial for maintaining a healthy work-life balance, which significantly impacts employee retention. Organizations offering remote work, flexible hours, and paid time off help employees manage personal and professional responsibilities effectively(De Vos & Meganck, 2009). The research by(Hancock, Allen, Bosco, & McDani, 2013)suggest that flexible work policies reduce stress, boost productivity, and contribute to long-term employee satisfaction.

2.2.4.4. Positive Organizational Culture and Leadership

A supportive and inclusive workplace culture is essential for employee retention. Employees who feel valued and respected are more likely to remain with an organization. According to Kamalaveni, transparent communication, inclusive policies, and participatory

decision- making foster employee engagement(Kamalaveni M. S., 2019). (Hancock, Allen, Bosco, & McDani, 2013) also note that leaders who provide constructive feedback, recognize achievements, and encourage collaboration contribute to higher retention rates.

2.2.4.5. Employee Engagement and Recognition Programs

Recognition programs play a vital role in retaining employees. Acknowledging employees' efforts through bonuses, awards, and public appreciation boosts morale and motivation. De Vos & Meganck (2009)emphasize that personalized recognition, such as career growth opportunities and appreciation events, fosters a strong sense of belonging,alsostructured engagement initiatives help create a positive workplace atmosphere, leading to improved retention(Fanisi, 2023)

2.2.4.6. Job Security and Stability

Employees value job security, especially in uncertain economic times. Providing stable contracts, transparent promotion pathways, and open communication regarding business stability enhances employee confidence and reduces voluntary turnover (Hancock, Allen, Bosco, & McDani, 2013). Organizations that prioritize internal hiring and succession planning also contribute to workforce stability(De Vos & Meganck, 2009).

2.2.4.7. Supportive Workplace Environment and Team Collaboration

A collaborative work environment fosters a strong sense of community and engagement among employees. Kamalaveniemphasizes that organizations encouraging teamwork, open communication, and diversity experience lower turnover rates(Kamalaveni, 2019).Meanwhile Fanisisupports this by stating that companies fostering a culture of mutual respect and professional development create long-lasting employee loyalty(Fanisi, 2023).

In this first chapter, a review of the literature was presented, covering the contributions of key authors on topics such as Quality of Work Life (QWL) and employee retention. The discussion included major theoretical frameworks, notably those of Maslow, Herzberg, and Blau, which provide insight into the relationship between workplace factors and employee motivation.A conceptual framework was also established, introducing the central concepts of this study, including compensation and benefits, work-life balance and well-being, and career development opportunities. These dimensions were identified as key variables influencing retention in the context of organizational change.Lastly, this chapter

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

emphasized the crucial role of QWL in shaping employee satisfaction and commitment, and laid the theoretical groundwork for the empirical analysis to follow.

CHAPTER II: METHODOLOGICAL FRAMEWORK

This chapter is divided into two parts. The first part is dedicated to presenting the host organization, Ooredoo Algeria, where the research was conducted. It includes an overview of the company's structure and departments, based on internal documents and observations made during the internship period. The second part outlines the methodological approach used to conduct the study. It describes the research design, the criteria used to ensure the scientific quality of the study, and the rationale behind choosing a specific methodological orientation. In this case, a quantitative approach was selected, and its relevance is discussed in relation to the objectives of the research. This section also presents the specific components of the research process, including the study design, sampling, data collection procedures, and data analysis techniques. These elements are crucial to ensuring the reliability and validity of the findings. Overall, this chapter provides a clear understanding of the methodological strategy adopted, as well as the steps taken to ensure the quality and credibility of the research results.

Section 1: organizational context

1.1. History and evolution of Ooredoo

Ooredoo is a multinational telecommunications company that provides mobile phone and internet services to individuals and businesses. Beyond just offering connectivity, the company also focuses on meeting the needs of its employees and building strong partnerships in emerging markets.

In Algeria, Ooredoo made history as the first mobile operator to introduce internet and multimedia messaging (MMS) services through mobile phones. It officially entered the Algerian market on December 2, 2005, after winning the country's third mobile license with a \$421 million USD bid, following Djazzy and Mobilis. The company launched under the brand name Nedjma, quickly expanding to cover the entire country. In 2007, a major shift happened when Wataniya Telecom Algeria, owner of Nedjma, entered a partnership with Qatar Telecom (now Ooredoo Group)—the largest telecom provider in Qatar. The company's initial investment of \$1 billion USD over three years helped it take the lead in mobile technology and multimedia services in Algeria.

The Birth and Growth of Ooredoo Algeria:

Ooredoo Algeria began operations in 2004, positioning itself as Algeria's third mobile operator. Today, it stands as the second-largest player in North Africa's mobile telecom market and continues to grow steadily. The company has become a household name in Algeria, supported by a strong digital presence and active social media engagement. With its nationwide 4G coverage, Ooredoo connects millions of Algerians with high-quality voice, data, and multimedia services. To bring its services closer to customers, Ooredoo built an extensive retail network, with more than 154 stores spread across cities and rural areas. The company divides its operations into four main regions, supported by:

- Over 76,700 partners
- 2,444 distributors
- 6 national agents

This network ensures that customers across the country have easy access to its products and support.

➤ **Rebranding to Ooredoo**

In February 2013, during the Mobile World Congress in Barcelona, the company announced a major rebrand—changing its name from Nedjma to Ooredoo. This change aligned it with the global identity of the Ooredoo Group, which also operates in countries like Iraq, Tunisia, Palestine, Myanmar, Indonesia, Qatar, Kuwait, and Singapore.

The new name, inspired by the Arabic word “أريدُ” (I want), reflects the company's vision of helping people achieve their ambitions. The launch in Algeria was marked by a press event that also featured the company's first commercial with football superstar Lionel Messi, Ooredoo's global ambassador. The ad included the famous Algerian song “Ma'akYa El Khadra”, symbolizing the brand's strong local connection.

➤ **Brand Evolution:**

Ooredoo's slogan evolved over time:

From “Nedjma – DimaMa'akom” (Always with you), To “Ooredoo – DimaMa'akom”,

And in 2023, to the new slogan: “Tawwar ‘Alamak” (Upgrade Your World)—a message that resonated widely, supported by a strong nationwide ad campaign.

1.2. Ooredoo Services and Strategic Goals

Ooredoo focuses on four key areas:

- **Service Innovation:** The company introduces cutting-edge technologies, including mobile payment systems and cybersecurity solutions, to enhance user experience.
- **Customer Service:** It offers multi-channel support—through service centers, online platforms, and phone lines—with an emphasis on customer satisfaction.
- **Social Responsibility & Sustainability:** Ooredoo supports education and healthcare initiatives in local communities and invests in sustainable energy to reduce its environmental impact.
- **Regional & International Expansion:** It continues to grow across the Middle East, North Africa, and Asia by improving infrastructure and extending its services.

Ooredoo's Second Strategic Goal

- Ooredoo's second goal focuses on:
- **Market Expansion:** Rapidly growing its market share.
- **Customer Focus:** Supporting customers' needs and ambitions through diverse mobile services.
- **Operational Excellence:** Improving internal processes and maintaining a competitive edge.
- **Innovation:** Offering high-speed services like 4G and mobile banking with strong customer care.
- **Social Commitment:** Supporting social, charitable, and sports initiatives.

1.3. Ooredoo's Human Resources Department

The Human Resources (HR) Department is crucial to Ooredoo's success, focusing on its most valuable asset its employees. Beyond administrative duties, the HR department works to foster a productive, fair, and engaging work environment while supporting employee growth.

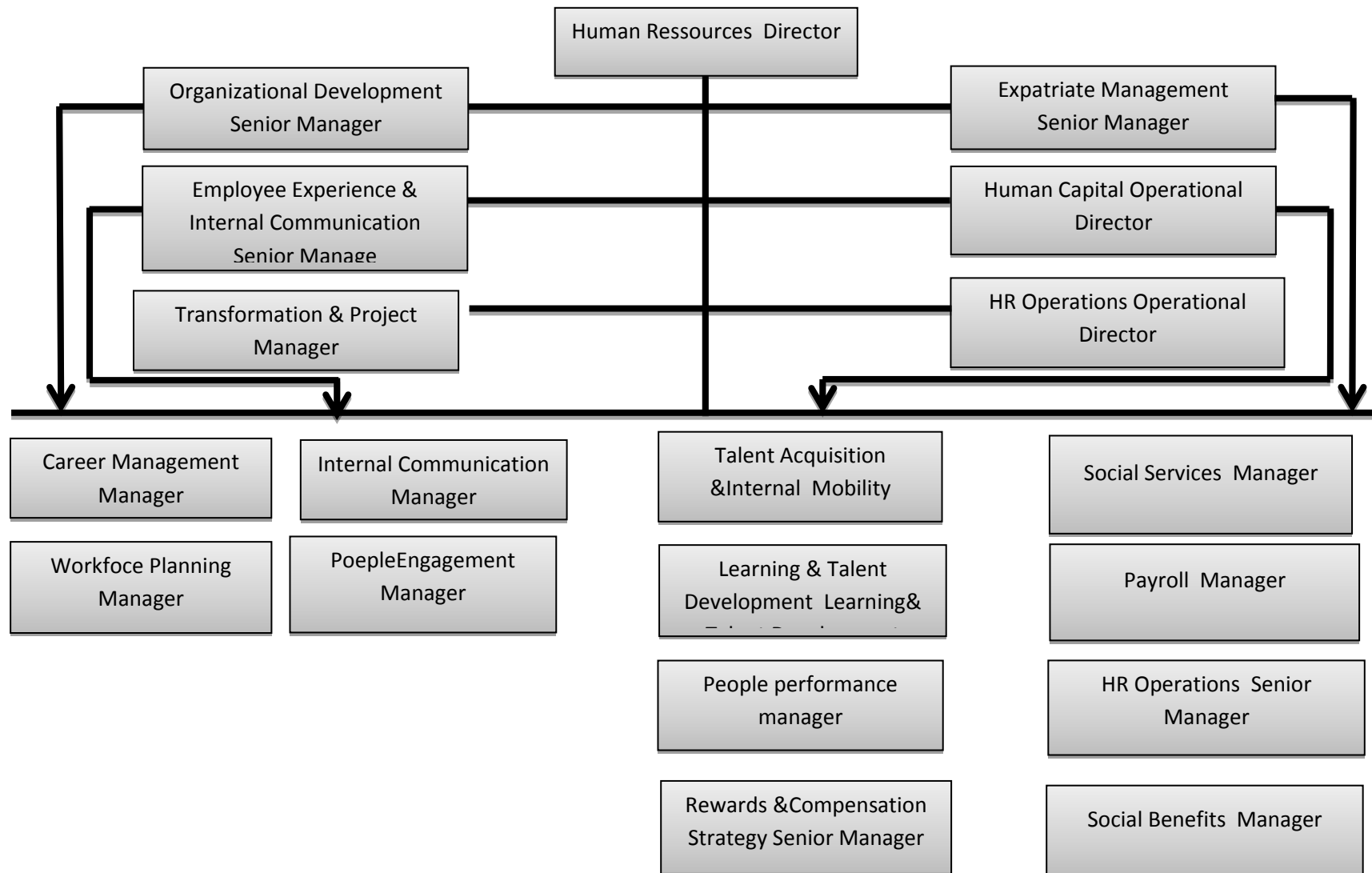
During our internship, we were part of the HR department, contributing to the alignment of Ooredoo's people strategies with the company's broader goals. This department plays a key role in attracting, developing, and retaining talent while maintaining policies that promote employee satisfaction and performance.

1.3.1. Main Functions of the HR Department

- **Recruitment and Selection:**HR handles hiring by attracting candidates, interviewing, and onboarding new employees.
- **Policy Development:**HR creates and enforces workplace rules like work hours, attendance, and benefits.
- **Training and Development:**HR organizes training to help employees grow and stay up-to-date with industry trends.
- **Compensation and Benefits:**HR manages pay, bonuses, and benefits to ensure employees are fairly compensated.
- **Performance and Motivation:**HR evaluates employee performance, gives feedback, and motivates staff.
- **Employee Retention:**HR works to keep employees happy by improving the work environment and reducing turnover.
- **Workforce Planning:**HR plans for future staffing needs and ensures the company has the right skills.
- **Workforce Development:**Enhancing employee skills and productivity for better performance.

The HR Department at Ooredoo plays a key role in the company's success by managing the entire employee lifecycle, from hiring to training and retention. As a strategic partner, HR not only ensures the right talent is in place but also shapes company culture, drives innovation, and supports growth, helping Ooredoo stay competitive in the fast-changing telecom industry.

Figure 4: Human Resources Organization Structure



Source: internal company documents

1.4. Presentation of the organisational host

Organizational Development Senior Manager:

The Talent Development Service at Ooredoo supports the company's strategic human capital growth through targeted training and employee development initiatives. It operates a dedicated training center, Ooredoo Academia, which offers in-house programs designed to address skill gaps and enhance performance. Trainings are often delivered by internal experts and aligned with career progression plans in collaboration with the Career Management team. This service plays a key role in fostering continuous learning and aligning employee competencies with organizational needs.

Expatriate Management Senior Manager:

The Expatriate Management Service at Ooredoo functions as a specialized HR unit dedicated to managing all aspects related to foreign employees. This includes administrative procedures, payroll, housing arrangements, maintenance services, work permits, and the issuance of the six-day residence card. The service also facilitates international mobility as part of Ooredoo's strategy for cross-border knowledge exchange and skill development. By providing comprehensive support, it ensures smooth integration and effective management of expatriate talent.

Transformation & Project Manager:

The Transformation and Project Management service at Ooredoo focuses on the digitalization and optimization of HR processes. It serves as a bridge between the Human Resources and Technology departments, ensuring efficient system integration and process automation. The team oversees HR reporting such as tracking open positions and contributes to quality reporting aligned with international standards, including ISO norms. By driving digital transformation and standardization, this service enhances operational efficiency and supports data-driven decision-making within the HR Employee Experience & Internal

Internal Communication Manager:

The Internal Communication Senior Manager at Ooredoo oversees all internal communication initiatives aimed at fostering a well-informed and engaged workforce. While closely

CHAPTER II: METHODOLOGICAL FRAMEWORK

collaborating with departments such as Human Resources and Marketing, the core focus is on serving internal clients—namely, the employees. The responsibilities include managing internal announcements, overseeing visual communications (such as posters), and drafting official messages, such as gym membership renewal notices. Important updates are disseminated through professional channels like email and Outlook, while SMS is used for more urgent notifications. Additionally, a dedicated internal Facebook group serves as an informal platform for employee interaction and engagement. By ensuring clear, timely, and accessible communication, this service plays a vital role in strengthening internal cohesion and enhancing the overall employee experience at Ooredoo.

People Engagement Manager:

People Engagement Manager Ooredoo focuses on assessing and enhancing employee satisfaction and organizational culture. It conducts an annual survey to gather feedback on employees' experiences and perceptions, using the results to identify key areas

for improvement. The service also organizes internal events aimed at strengthening employee involvement and fostering a sense of belonging. It works closely with the Internal Communication team to ensure alignment in messaging and engagement strategies. This approach supports a positive work environment and reinforces employee commitment.

Learning & Talent Development Senior Manager:

The Talent Development Service at Ooredoo supports the company's strategic human capital growth through targeted training and employee development initiatives. It operates a dedicated training center, Ooredoo Academia, which offers in-house programs designed to address skill gaps and enhance performance. Trainings are often delivered by internal experts and aligned with career progression plans in collaboration with the Career Management team. This service plays a key role in fostering continuous learning and aligning employee competencies with organizational needs.

Career Management Manager:

The Career Management Service at Ooredoo is structured around three key pillars that support employee growth and long-term organizational development. The first pillar is the Individual Development Plan, which encourages employees to continuously enhance their skills and competencies in alignment with their professional goals and the company's evolving needs. The second pillar focuses on Career Pathways, where employees engage in self-assessments and participate in internal projects to build expertise and become part of Ooredoo's expert talent pool. The third pillar is the Succession Plan, which ensures that every managerial position has a designated successor, thereby preventing leadership gaps at all levels—from front-line managers to higher-level supervisors. In cases of talent shortages or staff turnover, this service works closely with the Training department to provide guidance, orientation, and support to ensure smooth transitions. Collectively, these initiatives foster a proactive approach to career development and talent retention within the organization.

Payroll Service:

The Payroll Service at Ooredoo is in charge of managing all operations related to employee compensation. This includes collecting and processing all payroll-related information, beginning with the employee's initial salary at the time of recruitment. The service is responsible for entering key remuneration data into the company's payroll system, including absences, variable bonuses, and overtime hours. It ensures that salaries are calculated accurately and in accordance with internal policies and employment contracts. The payroll processing cycle typically runs from the 1st to the 15th of each month, during which the department works to guarantee timely and error-free salary disbursements. Through its precise and structured approach, the Payroll Service plays a critical role in maintaining employee trust and upholding the organization's financial commitments.

Social Benefits Manager:

Benefits service at Ooredoo plays a crucial role in promoting employee satisfaction and quality of work life through the daily management of comprehensive well-being programs and benefits packages. This department ensures access to a robust health care system, including health insurance plans that cover not only employees but also their immediate family

CHAPTER II: METHODOLOGICAL FRAMEWORK

members, with the possibility of extending coverage to parents. Ooredoo has established partnerships with private clinics to facilitate high-quality medical care. Additionally, the service manages various wellness initiatives such as gym memberships, paid vacation planning, and the organization of sports committees, contributing to both physical health and social engagement among employees. These initiatives reflect Ooredoo's strong commitment to fostering a supportive and motivating work environment.

Section2: research methodology

We adopted a rigorous research methodology to ensure reliable and verifiable results. In this section, we outline our epistemological stance, our methodological approach, and the data collection methods we selected

2.1. Epistemological stance

To address the objective of our study, we adopted a positivist approach, which means it views reality as something objective that exists independently of the researcher. In this framework, the goal is to observe and measure this reality using data. The positivist approach is ideal for this research because it allows for a clear, structured analysis of employee retention strategies based on measurable outcomes.

To achieve this, we adopted a quantitative approach that seeks to understand the diverse perspectives and lived experiences of those involved in the phenomenon., Using a deductive reasoning process, this study began with established theories and concepts related to Quality of Work Life (QWL) and employee retention. Based on these foundations, specific hypotheses were formulated and tested using data collected through a structured questionnaire. This approach allowed for the verification of theoretical assumptions in the context of Ooredoo Algeria.

Table 2 principles for differentiating positivist and constructivist approaches

Positivist Epistemology	Constructivist Epistemology
Ontological Principle: Reality exists independently of human awareness and can be understood. A claim is regarded as true when it accurately represents that external reality. The purpose of science is to reveal this objective reality, and this effort applies to any area that human inquiry can reach.	Principle of Representing Experience of Reality: Knowledge involves learning how to think and behave in ways that align with our direct experiences. The realities we encounter can be communicated and represented through models, and the accuracy of these models is measured by how closely they reflect what we actually experience.

Principle of Objectivity: The process of observing does not alter the observed subject or the person observing it. If observation influences the observer, it lies outside the boundaries of science—since the human mind itself cannot be objectively studied in this way. Principle of the Naturalness of Logic: Logic is considered both inherent and universal. Therefore, conclusions drawn through logical reasoning are accepted as truths within the natural order. If something cannot be reached through logical methods, it is generally not classified as scientific knowledge	Principle of General Argumentation: Traditional logic, which treats statements as either true or false, is only one approach to reasoning. It is not the sole or inherently natural method. Alternative ways of thinking—such as intuition, pattern recognition, informed speculation, and creative approaches—can also produce valid and well-supported conclusions
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Source :DU POSITIONNEMENT EPISTEMOLOGIQUE A LA METHODOLOGIE DE RECHERCHE : QUELLE DEMARCHE POUR LA RECHERCHE EN SCIENCE DE GESTION(DEHBI & ANGADE , 2019)

2.2. Methodological Approach

Since our research focuses on the quality of work life and its role in retaining employees, we chose a **quantitative** method. This approach allowed us to collect measurable data that could provide a clear and structured understanding of how employees experience their work environment. Unlike qualitative methods, which rely on rich, detailed narratives, a quantitative approach focuses on numerical data, enabling us to identify patterns, compare groups, and explore relationships between factors such as employee satisfaction, compensation, and retention.

This method helped us draw conclusions based on statistical analysis, providing a more objective and generalizable view of the research topic. In the table below, we highlight the main differences between qualitative and quantitative methods:

Table 3: The difference between Qualitative and Quantitative Research

Aspect	Qualitative Research	Quantitative Research
Goal	To understand people's experiences, perceptions, and the meaning behind behaviour	To measure things with numbers and test specific ideas or hypotheses
Type of data	Words, observations, stories—rich, detailed information	Numbers, statistics, and measurable data
How data is collected	Through interviews, focus groups, open-ended questions, or observing behaviour	Through surveys, questionnaires, or experiments with fixed responses
Approach	Flexible and open-ended, lets the research evolve as you learn more	Structured and planned in advance, following a clear framework

Source: developed by the authors

For data collection, we used questionnaires, as they are an effective way to gather information from a large group of people in a short amount of time. Employees answered structured questions, which allowed us to obtain reliable data that could be compared across all participants. The questionnaire included questions on various aspects of employee retention, and responses were measured on a Likert scale (ranging from “Strongly Disagree” to “Strongly Agree”).

The study used a cross-sectional design, meaning data was collected at one point in time. This design helped us focus on how different factors are currently connected to employee retention. The study was both **descriptive**, providing an overview of the current state of employee retention.

2.3. Data Collection and Measurement Instruments

The main tool we used to gather data is a structured questionnaire. This questionnaire will ask employees about their experiences and views on various aspects of their job, such as

CHAPTER II: METHODOLOGICAL FRAMEWORK

compensation, career growth opportunities, work-life balance, and their overall satisfaction with the company. By using a Likert scale, the responses will be easy to analyze and compare.

The questionnaire will be divided into several sections:

1. **Demographics:** Basic information like age, gender, department, and how long employees have worked at the company. This helps us understand the diversity of the sample.
2. **Compensation and Benefits:** Questions about how employees feel about their pay, bonuses, and benefits such as health insurance and retirement plans.
3. **Career Development and Growth** – This section asks about opportunities for professional growth, including training programs and leadership development.
4. **Work-Life Balance:** Measures how well employees feel the company supports their personal and professional life balance.
5. **Job Satisfaction:** Focuses on employees' overall happiness with their work, management, and colleagues.
6. **Retention Intentions:** Asks employees how likely they are to stay with the company in the future.

The questionnaire is designed based on previous research and established best practices to ensure that it is both reliable and valid. This means the data we collect will be consistent and meaningful for analyzing employee retention.

Sampling and Participants:

The survey will be conducted with employees at Ooredoo Algeria in the WladFayet location. We will use simple random sampling, meaning that each employee has an equal chance of being selected to participate in the study. This method helps ensure fairness and reduces bias.

The target sample size is around 200 employees of Ooredoo from different services.

This is large enough to give us useful insights, but small enough to manage efficiently. The sample will include employees from different departments and roles, ensuring that the results are representative of the organization as a whole.

Ethical Considerations:

Ethical guidelines are an essential part of this research. To respect the participants' rights, informed consent will be obtained, meaning that employees will be fully aware of the purpose of the study, their participation is voluntary, and they can withdraw at any time without consequences. Additionally, all responses will remain anonymous and confidential. The data collected will be used only for research purposes, and no personal identifying information will be included in the results.

Data Analysis:

Once the data is collected, it will be entered into SPSS (Statistical Package for the Social Sciences) for analysis. We will start with descriptive statistics to summarize the data and understand the general trends. For example, we'll look at the average levels of job satisfaction or how employees rate different retention strategies.

We will then perform correlation analysis to explore the relationships between different factors. For example, does higher compensation lead to greater job satisfaction? Do employees who are more satisfied with their work-life balance intend to stay longer at the company? Additionally, we may use regression analysis to determine which factors have the most significant influence on employee retention. This will help us understand which retention strategies are most effective in keeping employees happy and loyal.

this methodology is designed to ensure that the study is clear, reliable, and relevant to understanding employee retention strategies at Ooredoo Algeria. By using a structured survey and analyzing the data with SPSS, we will gain valuable insights that can inform the company's retention practices.

This chapter has introduced the host organization and outlined the objectives of the company, providing the necessary context for our research. Then we established the methodological foundations of our study. We adopted a positivist epistemological approach, supported by well-defined data collection tools, notably a structured questionnaire. By detailing these aspects, we have laid the groundwork for the in-depth analysis of the data collected in the following chapter.

CHAPTER III: PRESENTATION AND DISCUSSION OF RESULTS

CHAPTER III: PRESENTATION AND DISCUSSION OF RESULTS

This chapter presents the main findings of the empirical study conducted at Ooredoo Algeria. The first part outlines the results obtained from the questionnaire, focusing on key variables related to Quality of Work Life (QWL) and employee retention. The second part offers a discussion of these results in light of the literature reviewed in Chapter One. This comparison helps to interpret the data and understand the influence of QWL dimensions on employee retention. Together, the results and discussion provide a clearer view of the relationship between workplace conditions and employee loyalty.

Section1: Analysis of results

1.1. Presentation, Analysis, and Interpretation of Results

After presenting the methodology adopted in this study, we proceed with the analysis of the results using SPSS software version 27, based on the data collected through the online questionnaire. This analysis aims to interpret the results in order to confirm or refute the formulated hypotheses.

➤ **Reliability Test (Cronbach's Alpha):**

Cronbach's Alpha is a fundamental statistical indicator used to assess the reliability of a questionnaire. It measures the internal consistency of the items, meaning the extent to which the different questions within a dimension evaluate a homogeneous concept. A high coefficient (close to 1) indicates that the items are well correlated with each other, thereby reinforcing the validity of the measurement tool. In this study, Cronbach's Alpha was calculated to verify the stability and reliability of the responses provided by participants.

➤ **Reliability Statistics:**

Table 4 Scale Reliability Statistics – Cronbach's Alpha

Cronbach's Alpha	Number of Items
,750	7

Source: by us based on data from SPSS software (V.27).

CHAPTER III: PRESENTATION AND DISCUSSION OF RESULTS

The Cronbach's Alpha coefficient obtained is 0.750 for a scale comprising 7 ordinal items, indicating an acceptable level of internal consistency among the items. According to conventional thresholds (Nunnally, 1978), a Cronbach's Alpha value above 0.70 is considered acceptable for exploratory research. This suggests that the items used in the scale are sufficiently reliable for measuring the underlying construct.

1.2. Description of the Study Sample

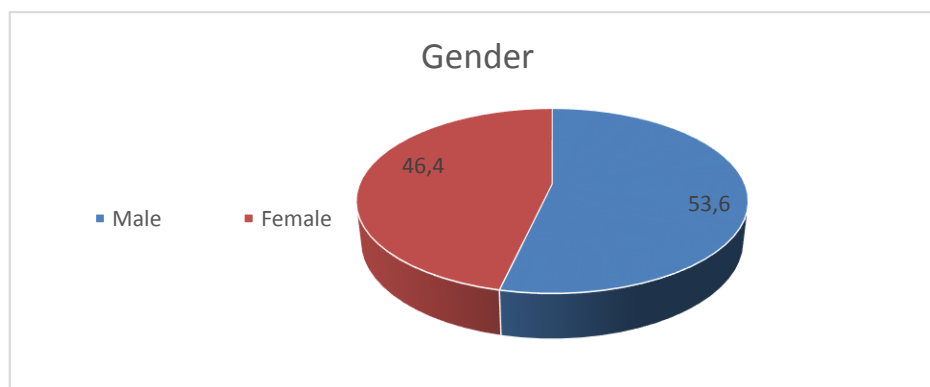
1.2.1. Sample Distribution by Gender

Table 5: Distribution of the Study Sample by Gender

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Male	113	53,6	53,6	53,6
	Female	98	46,4	46,4	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 5: Distribution of the Study Sample by Gender



Source: by us based on data from SPSS software (V.27).

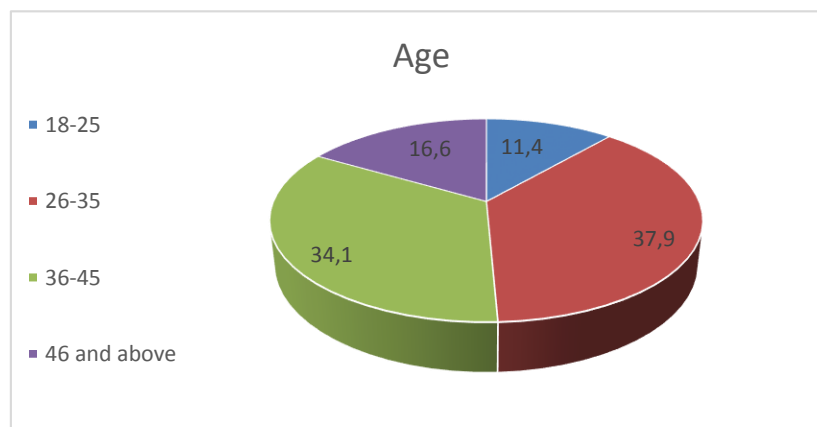
The distribution of respondents by gender indicates a slight majority of male participants, representing 53.6% of the total sample, compared to 46.4% female participants. This shows a relatively balanced gender representation, with a minor male dominance in the study sample.

1.2.2. Sample Distribution by Age

Table 6: Distribution of the Study Sample by Age

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	18-25	24	11,4	11,4	11,4
	26-35	80	37,9	37,9	49,3
	36-45	72	34,1	34,1	83,4
	46 and above	35	16,6	16,6	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 6: Distribution of the Study Sample by Age

Source: by us based on data from SPSS software (V.27).

The distribution of respondents by age reveals that the majority of participants fall within the 26–35 age group, representing 37.9% of the sample. This is followed by the 36–45 age group at 34.1%, and 46 and above at 16.6%. The youngest group, aged 18–25, represents only 11.4% of the total sample. This suggests a sample primarily composed of mid-career individuals, with limited representation from younger or older employees.

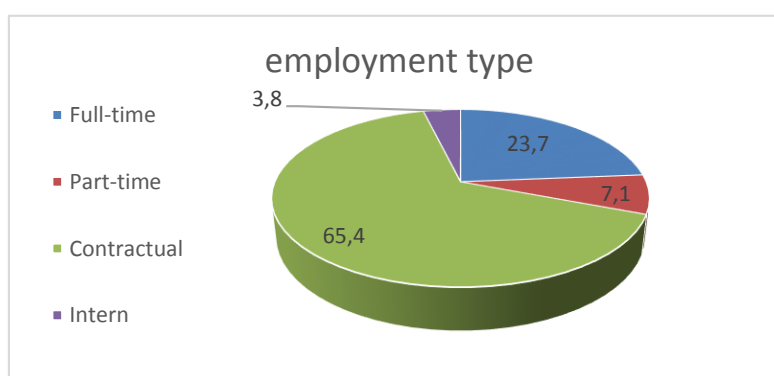
1.2.3. Sample Distribution by employment type

Table 7: Distribution of the Study Sample by employment type

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Full-time	50	23,7	23,7	23,7
	Part-time	15	7,1	7,1	30,8
	Contractual	138	65,4	65,4	96,2
	Intern	8	3,8	3,8	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 7: Distribution of the Study Sample by employment type



Source: by us based on data from SPSS software (V.27).

The distribution of the study sample by employment type shows that the majority of respondents are contractual employees, accounting for 65.4% of the total sample. Full-time employees represent 23.7%, followed by part-time workers at 7.1%, and interns at just 3.8%. This indicates that the sample is heavily dominated by contractual staff.

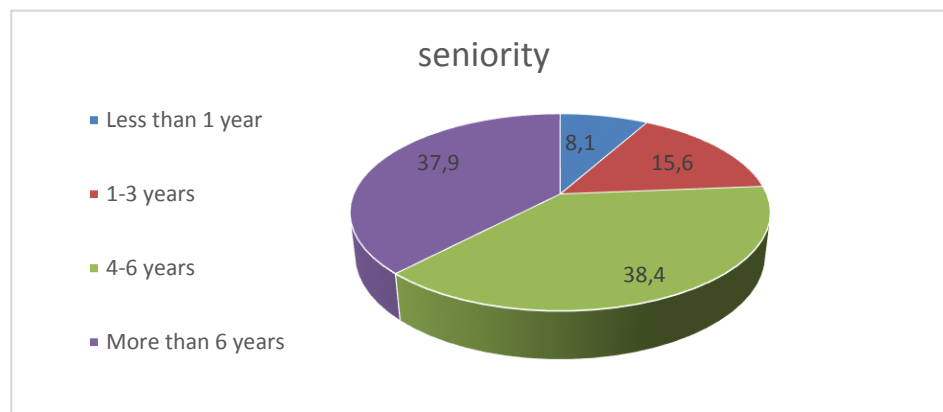
1.2.4. Sample Distribution by Seniority

Table 8: Distribution of the Study Sample by Seniority

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Less than 1 year	17	8,1	8,1	8,1
	1-3 years	33	15,6	15,6	23,7
	4-6 years	81	38,4	38,4	62,1
	More than 6 years	80	37,9	37,9	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 8: Distribution of the Study Sample by seniority



Source: by us based on data from SPSS software (V.27).

The distribution by seniority shows that the largest segment of respondents has been with the company for 4 to 6 years, representing 38.4% of the sample. This is closely followed by those with more than 6 years of experience, accounting for 37.9%. Employees with 1 to 3 years of tenure make up 15.6%, while only 8.1% have been with the organization for less than one

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year. These findings suggest a high level of employee retention and experience, with most respondents being long-term staff.

1.3. Statistical Analysis of the Questionnaire Results

1.3.1. Employee Benefits & Compensation

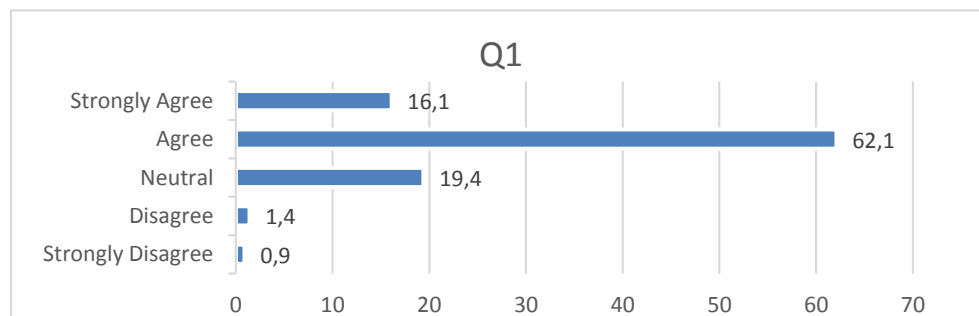
- Do you think Ooredoo's benefits package (healthcare, bonuses, paid leave, etc.) meets your needs?

Table 9: Distribution of the Study Sample by Perception of Ooredoo's Benefits Package

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly Disagree	2	,9	,9	,9
	Disagree	3	1,4	1,4	2,4
	Neutral	41	19,4	19,4	21,8
	Agree	131	62,1	62,1	83,9
	Strongly Agree	34	16,1	16,1	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 9: Distribution of the Study Sample by Perception of Ooredoo's Benefits Package



Source: by us based on data from SPSS software (V.27).

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The distribution by the perception of Ooredoo's Benefits Package shows that a large majority of respondents (62.1%) agree and an additional 16.1% strongly agree that Ooredoo's benefits package (including healthcare, bonuses, and paid leave) meets their needs. Only a small fraction expressed disagreement, with 1.4% disagreeing and 0.9% strongly disagreeing. Meanwhile, 19.4% remained neutral. This indicates a generally positive perception of the company's employee benefits and compensation system, suggesting that the current offerings are well-aligned with employee expectations and contribute positively to job satisfaction.

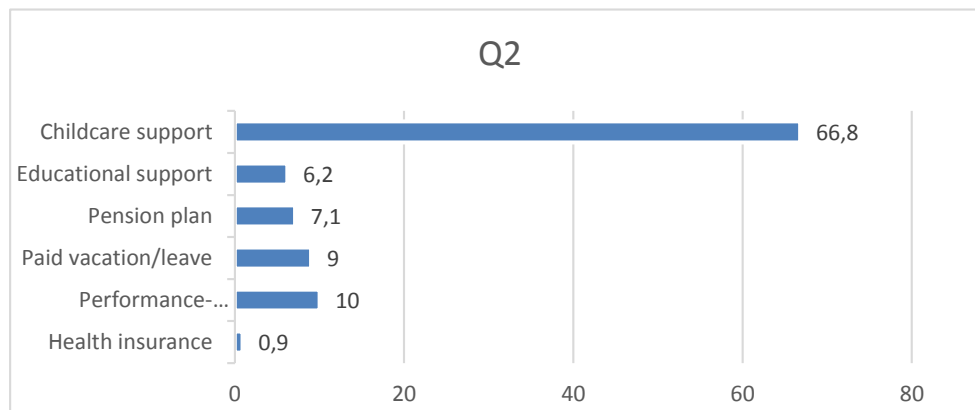
- Which of the following benefits do you receive?

Table 10: Distribution of the Study Sample by employee Benefits & Compensation

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Health insurance	2	,9	,9	,9
	Performance-based bonuses	21	10,0	10,0	10,9
	Paid vacation/leave	19	9,0	9,0	19,9
	Pension plan	15	7,1	7,1	27,0
	Educational support	13	6,2	6,2	33,2
	Childcare support	141	66,8	66,8	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 10: Distribution of the Study Sample by employee Benefits & Compensation



Source: by us based on data from SPSS software (V.27).

The distribution of received benefits indicates a strong predominance of childcare support, with 66.8% of employees reporting access to this benefit. Other benefits are considerably less common: performance-based bonuses (10.0%), paid vacation/leave (9.0%), pension plans (7.1%), educational support (6.2%), and health insurance (0.9%). This disparity highlights that childcare support is the most widely provided benefit at Ooredoo, while essential financial and development-oriented benefits such as health insurance and educational support remain significantly underrepresented. These findings may point to a need for greater benefit diversification to better align with employee needs and expectations.

- **Which of these benefits do you consider most important for your job satisfaction?**

Table 11: Distribution of the Study Sample by employee Most Important Benefit for Job Satisfaction

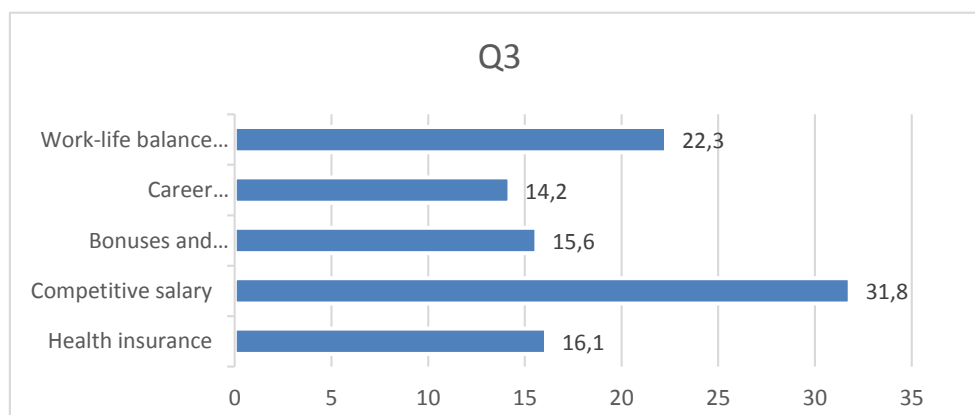
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Health insurance	34	16,1	16,1	16,1
	Competitive salary	67	31,8	31,8	47,9

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Bonuses and incentives	33	15,6	15,6	63,5
Career development programs	30	14,2	14,2	77,7
Work-life balance initiatives	47	22,3	22,3	100,0
Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 11: Distribution of the Study Sample by Most Important Benefit for Job Satisfaction



Source: by us based on data from SPSS software (V.27).

The distribution of responses reveals that competitive salary is perceived as the most important benefit for job satisfaction, cited by 31.8% of employees. This is followed by work-life balance initiatives (22.3%) and health insurance (16.1%). Other factors like bonuses and incentives (15.6%) and career development programs (14.2%) received slightly lower preference.

These results suggest that while financial compensation remains the top driver of satisfaction, non-monetary factors such as work-life balance and career support are also significant,

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highlighting a multidimensional view of employee motivation. Employers should therefore aim for a balanced benefits strategy that combines monetary rewards with holistic employee support.

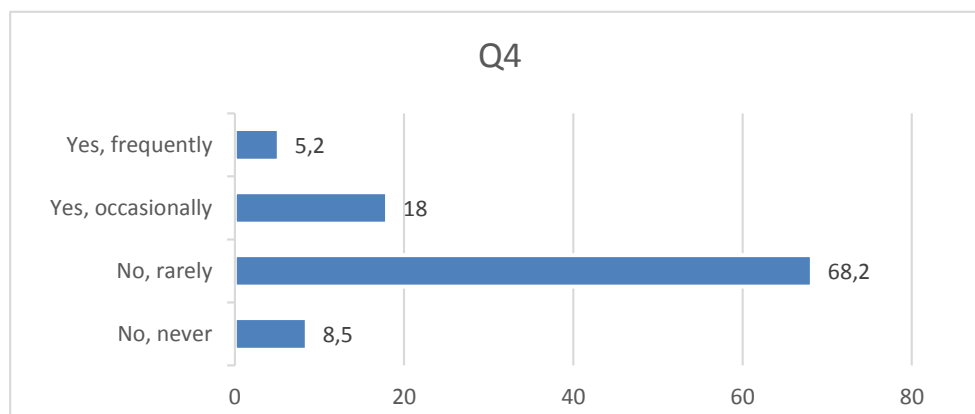
- **Have you ever considered leaving Ooredoo due to dissatisfaction with compensation or benefits?**

Table 12: Distribution of the Study Sample by Intention to Leave Ooredoo

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	No, never	18	8,5	8,5	8,5
	No, rarely	144	68,2	68,2	76,8
	Yes, occasionally	38	18,0	18,0	94,8
	Yes, frequently	11	5,2	5,2	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 12: Distribution of the Study Sample by Intention to Leave Ooredoo



Source: by us based on data from SPSS software (V.27).

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The majority of respondents (68.2%) indicated they rarely considered leaving Ooredoo due to dissatisfaction with compensation or benefits. An additional 8.5% stated they never considered leaving, suggesting that more than three-quarters of the employees (76.7%) have a relatively positive perception of their compensation package. However, a non-negligible segment, 18.0% occasionally and 5.2% frequently, have considered leaving the company, pointing to areas for improvement in the benefits system. This highlights the importance of regular evaluation and enhancement of compensation structures to maintain employee engagement and retention.

1.3.2. Work-Life Balance & Employee Well-Being

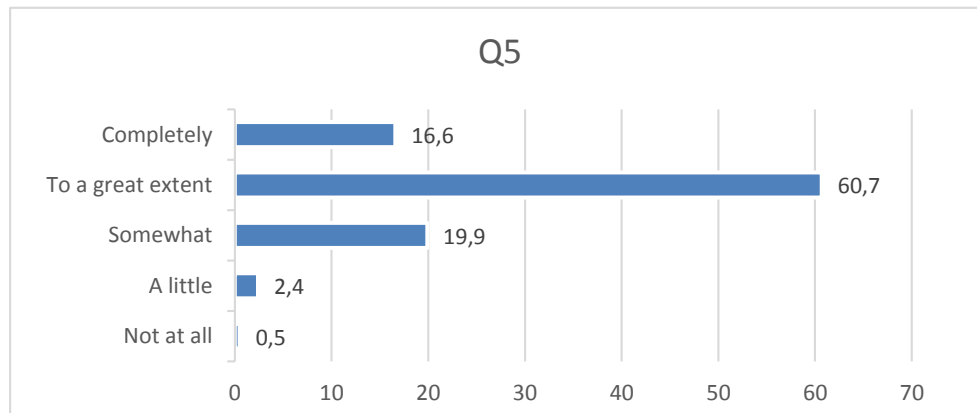
- To what extent do you feel Ooredoo supports work-life balance (e.g., remote work, flexible hours)?

Table 13: Distribution of the Study Sample by Perceived Support for Work-Life Balance

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Not at all	1	,5	,5	,5
	A little	5	2,4	2,4	2,8
	Somewhat	42	19,9	19,9	22,7
	To a great extent	128	60,7	60,7	83,4
	Completely	35	16,6	16,6	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 13: Distribution of the Study Sample by Perceived Support for Work-Life Balance



Source: by us based on data from SPSS software (V.27).

The distribution of responses shows that a substantial majority of employees believe that Ooredoo provides strong support for work-life balance. Specifically, 60.7% of respondents affirmed that the company supports work-life balance "to a great extent", and 16.6% reported being "completely" supported. This means that over 77% of the sample perceives a high level of institutional support in this domain. In contrast, only 2.9% of employees felt minimal or no support, and 19.9% rated it as only "somewhat" supported. While the overall perception is very positive, the small fraction of less satisfied employees suggests the potential to enhance inclusive flexibility policies, particularly for those whose roles may limit access to flexible arrangements.

- How often do you experience work-related stress at Ooredoo?

Table 14: Distribution of the Study Sample by Frequency of Work-Related Stress

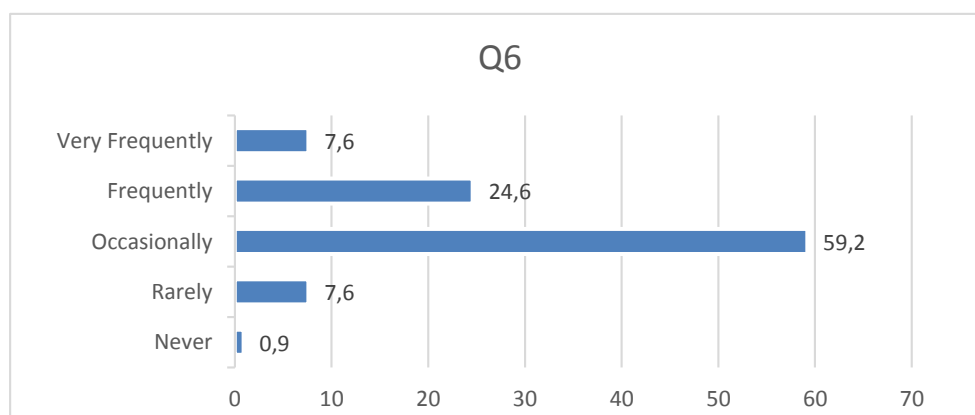
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Never	2	,9	,9	,9
	Rarely	16	7,6	7,6	8,5
	Occasionally	125	59,2	59,2	67,8

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	Frequently	52	24,6	24,6	92,4
	Very Frequently	16	7,6	7,6	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 14: Distribution of the Study Sample by Frequency of Work-Related Stress



Source: by us based on data from SPSS software (V.27).

The results reveal a notable presence of work-related stress among employees at Ooredoo. A majority of respondents — 59.2% — reported experiencing stress occasionally, while 32.2% indicated they feel stressed frequently (24.6%) or very frequently (7.6%). Only a small minority reported rarely (7.6%) or never (0.9%) experiencing stress. This distribution suggests that although stress is not constant for most employees, it is a recurring issue in the workplace. These findings underscore the need for proactive stress management strategies, such as wellness programs, mental health support, or workload assessments to improve employee well-being and prevent burnout.

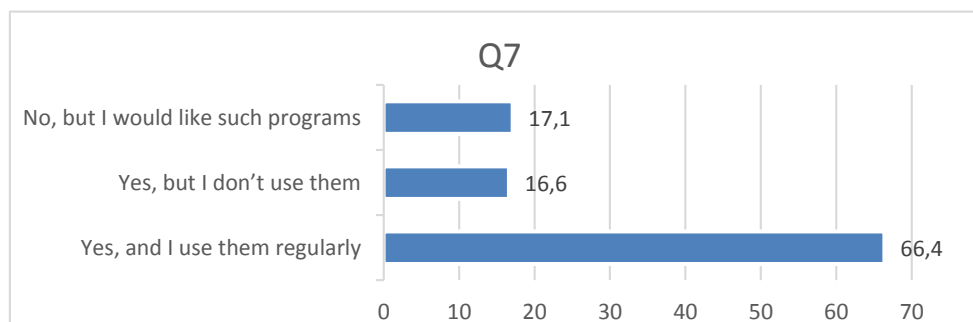
- Does Ooredoo offer well-being initiatives (mental health support, gym access, stress management programs)?

Table 15: Distribution of the Study Sample by Access to and Use of Well-Being Initiatives of Ooredoo

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes, and I use them regularly	140	66,4	66,4	66,4
	Yes, but I don't use them	35	16,6	16,6	82,9
	No, but I would like such programs	36	17,1	17,1	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 15: Distribution of the Study Sample by Access to and Use of Well-Being Initiatives of Ooredoo



Source: by us based on data from SPSS software (V.27).

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The data show that Ooredoo has implemented well-being initiatives such as mental health support, gym access, and stress management programs. A significant majority (66.4%) of employee's report using these initiatives regularly, indicating both awareness and a high level of engagement with the company's well-being offerings. Meanwhile, 16.6% are aware of these programs but do not utilize them, which may suggest potential barriers such as lack of time, relevance, or perceived benefit. Additionally, 17.1% stated that such initiatives are not currently available to them, but they would be interested in them, indicating an unmet need or communication gap in some areas or departments.

These findings highlight a positive trend in organizational support for employee well-being, yet also underscore the importance of ensuring accessibility, encouraging participation, and communicating program availability more effectively across the workforce.

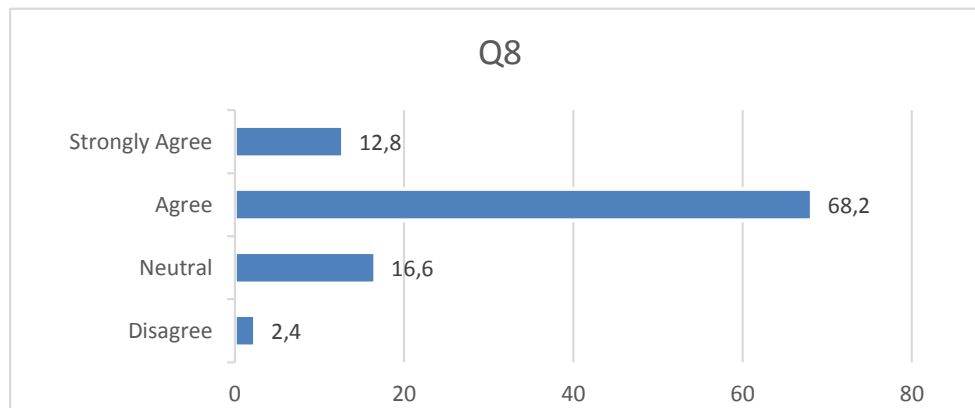
- Do you feel valued and recognized for your contributions at Ooredoo?

Table 16: Distribution of the Study Sample by Feeling Valued and Recognized

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	5	2,4	2,4	2,4
	Neutral	35	16,6	16,6	19,0
	Agree	144	68,2	68,2	87,2
	Strongly Agree	27	12,8	12,8	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 16: Distribution of the Study Sample by Feeling Valued and Recognized



Source: by us based on data from SPSS software (V.27).

The analysis reveals that the majority of respondents feel recognized and appreciated for their contributions at Ooredoo. Specifically, 68.2% agree and 12.8% strongly agree with the statement, totaling 81% of employees expressing positive recognition experiences. Only 2.4% disagree, and 16.6% remain neutral, suggesting that while recognition is largely perceived positively, there remains a small portion of employees who feel underappreciated or uncertain about the recognition they receive. These results indicate a strong organizational culture of acknowledgment, which is essential for maintaining employee morale, motivation, and retention. However, continued efforts are needed to engage the remaining minority who feel neutral or undervalued.

- How would you describe your relationship with your immediate supervisor/manager?

Table 17: Distribution of the Study Sample by Relationship with Immediate Supervisor/Manager

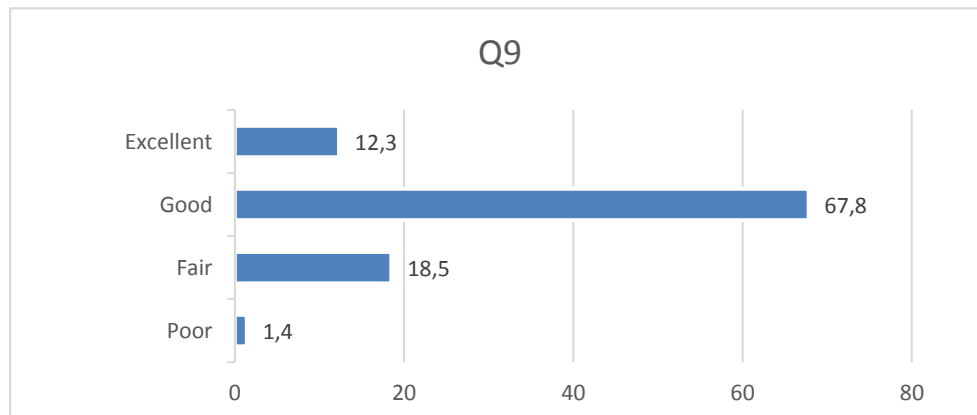
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Poor	3	1,4	1,4	1,4
	Fair	39	18,5	18,5	19,9

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	Good	143	67,8	67,8	87,7
	Excellent	26	12,3	12,3	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 17: Distribution of the Study Sample by Relationship with Immediate Supervisor/Manager



Source: by us based on data from SPSS software (V.27).

The data show that most employees report a positive relationship with their immediate supervisor or manager, with 67.8% describing it as “Good” and 12.3% as “Excellent”, making a combined total of 80.1% indicating a strong and supportive managerial relationship.

A smaller portion of respondents (18.5%) describe the relationship as only “Fair,” while only 1.4% indicate a “Poor” relationship. These results suggest that Ooredoo’s management practices foster generally effective communication and trust between staff and supervisors.

This favorable dynamic is crucial for employee engagement, satisfaction, and productivity, although some attention may still be needed to support and improve the experience of the minority who reported lower-quality relationships.

1.3.3. Career Development & Retention

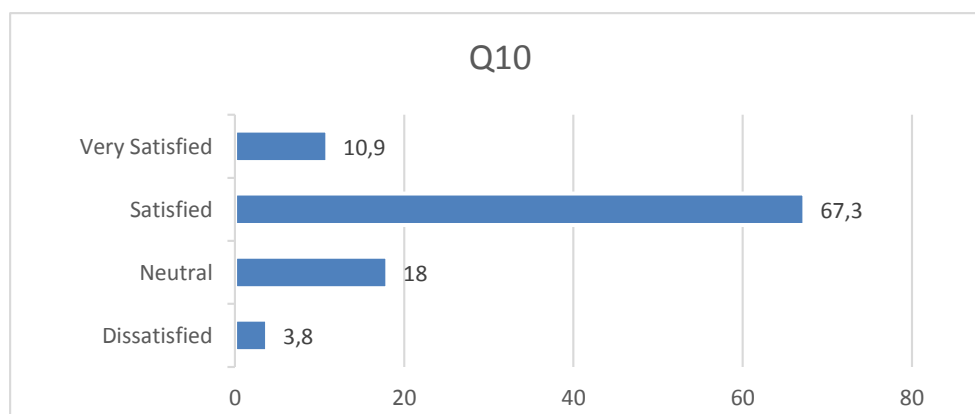
- Are you satisfied with the career advancement opportunities at Ooredoo?

Table 18: Distribution of the Study Sample by Satisfaction with Career Advancement at Ooredoo

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Dissatisfied	8	3,8	3,8	3,8
	Neutral	38	18,0	18,0	21,8
	Satisfied	142	67,3	67,3	89,1
	Very Satisfied	23	10,9	10,9	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 18: Distribution of the Study Sample by Satisfaction with Career Advancement at Ooredoo



Source: by us based on data from SPSS software (V.27).

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The majority of respondents (67.3%) report being satisfied with career advancement opportunities at Ooredoo, while another 10.9% are very satisfied. This indicates that more than three-quarters (78.2%) of the employees hold a positive view regarding their career progression within the company. Conversely, 18.0% remain neutral, suggesting some level of uncertainty or indifference, and a small minority (3.8%) express dissatisfaction.

These findings suggest that Ooredoo's career development policies and promotion paths are generally well-perceived, contributing to employee retention and motivation. However, efforts could still be made to convert neutral and dissatisfied employees into more engaged and satisfied members of the workforce.

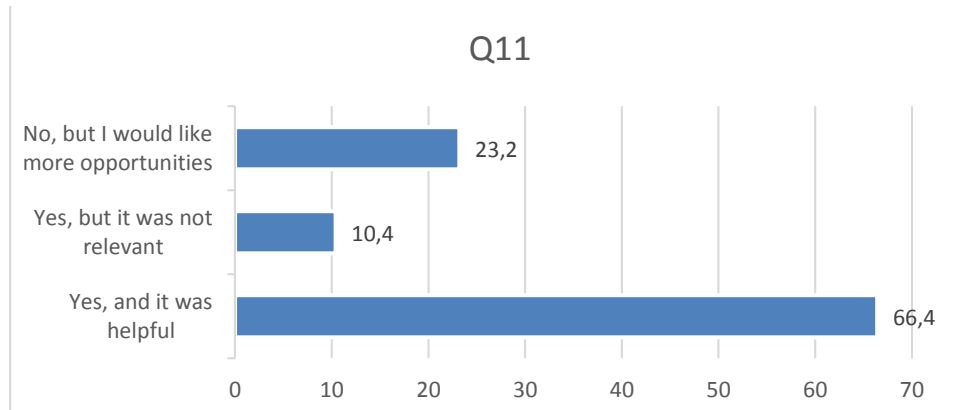
- **Have you received any training or skill development opportunities in the past year?**

Table 19: Distribution of the Study Sample by Training and Skill Development Opportunities Received in the Past Year

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes, and it was helpful	140	66,4	66,4	66,4
	Yes, but it was not relevant	22	10,4	10,4	76,8
	No, but I would like more opportunities	49	23,2	23,2	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 19 : Distribution of the Study Sample by Training and Skill Development Opportunities Received in the Past Year



Source: by us based on data from SPSS software (V.27).

A substantial portion of the respondents (66.4%) reported having received helpful training or skill development opportunities during the past year, highlighting Ooredoo's commitment to employee development. However, 10.4% received training they found irrelevant, suggesting a potential mismatch between employee needs and training content. Additionally, 23.2% reported not receiving any training but expressed interest in such opportunities, which points to untapped demand for learning and professional growth.

These results indicate a generally positive approach to training at Ooredoo, but also emphasize the need to align training content with job relevance and to broaden access for those currently overlooked.

- How important is career development to your decision to stay at Ooredoo?

Table 20: Distribution of the Study Sample by the Importance of Career Development in the Decision to Stay at Ooredoo

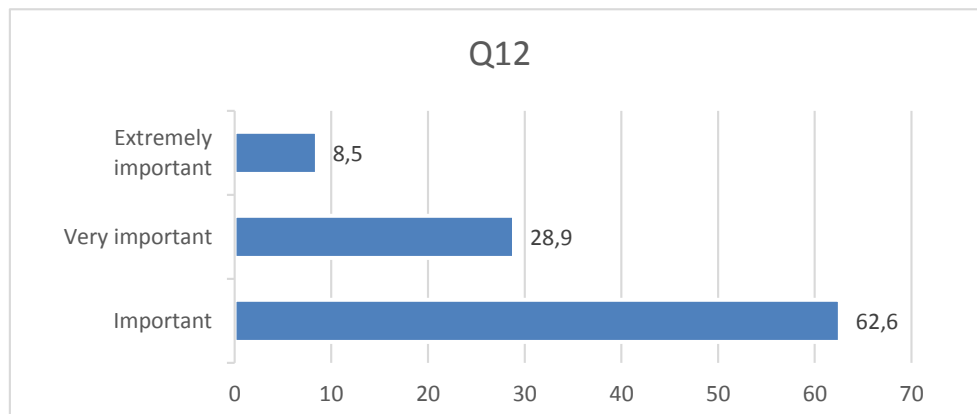
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Important	132	62,6	62,6	62,6

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	Very important	61	28,9	28,9	91,5
	Extremely important	18	8,5	8,5	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 20: Distribution of the Study Sample by the Importance of Career Development in the Decision to Stay at Ooredoo



Source: by us based on data from SPSS software (V.27).

The data reveals that career development plays a critical role in employee retention at Ooredoo. In fact, 62.6% of respondents view it as important, 28.9% as very important, and 8.5% as extremely important to their decision to remain with the company.

This overwhelming consensus (100% of respondents attaching some level of importance) underscores that opportunities for professional growth are not just valued — they are essential retention drivers. These findings suggest that a sustained and strategically aligned career development policy is not only beneficial but imperative for maintaining employee loyalty and reducing turnover at Ooredoo.

1.3.4. Employee Retention

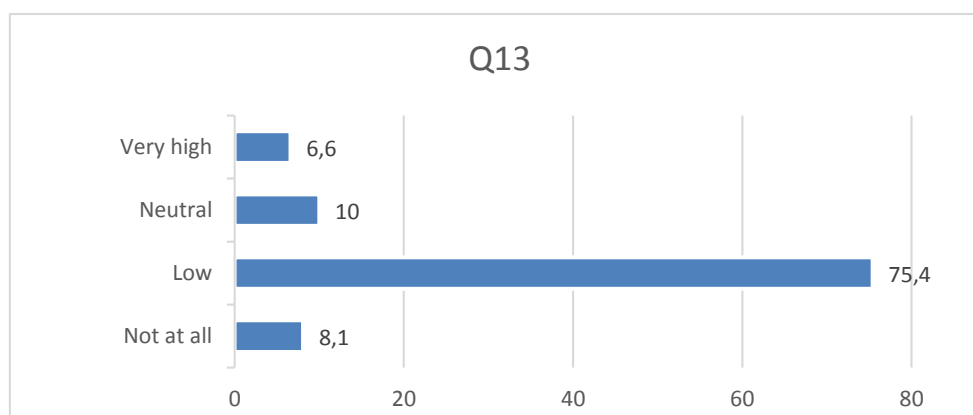
- In your opinion, is employee turnover high in your department or team?

Table 21: Distribution of the Study Sample by Perception of Turnover in Their Department/Team

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Not at all	17	8,1	8,1	8,1
	Low	159	75,4	75,4	83,4
	Neutral	21	10,0	10,0	93,4
	Very high	14	6,6	6,6	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 21: Distribution of the Study Sample by Perception of Turnover in Their Department/Team



Source: by us based on data from SPSS software (V.27).

The majority of respondents (75.4%) perceive that employee turnover in their department or team is low, while only 6.6% consider it to be very high. A smaller group remained neutral (10.0%), and 8.1% believe turnover does not occur at all.

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This distribution suggests a generally positive perception of stability and employee retention within departments at Ooredoo. The low perceived turnover may indicate a healthy work environment, supportive management, or successful retention strategies already in place. However, the existence of a small segment that perceives high turnover (6.6%) could hint at specific units or roles requiring closer attention.

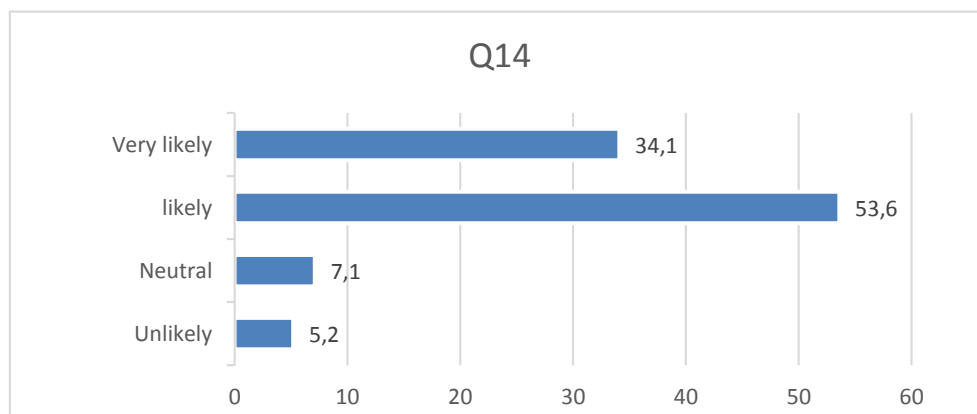
- **On a scale of 1 to 5, how likely are you to stay at Ooredoo in the next two year**

Table 22: Distribution of the Study Sample by Likelihood of Staying at Ooredoo

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Unlikely	11	5,2	5,2	5,2
	Neutral	15	7,1	7,1	12,3
	likely	113	53,6	53,6	65,9
	Very likely	72	34,1	34,1	100,0
	Total	211	100,0	100,0	

Source: by us based on data from SPSS software (V.27).

Figure 22: Distribution of the Study Sample by Likelihood of Staying at Ooredoo



Source: by us based on data from SPSS software (V.27).

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The data reveals that a majority of employees (53.6%) are likely to remain at Ooredoo over the next two years, and 34.1% are very likely, indicating a strong overall intention to stay (87.7% combined). Only 5.2% expressed an unlikely intention to stay, and 7.1% remained neutral.

This indicates a high level of organizational commitment and employee retention potential. The favorable responses reflect positively on Ooredoo's internal practices in terms of employee satisfaction, motivation, and possibly alignment between employee goals and company policies.

1.4. Hypotheses Analysis

1.4.1. Normality Test for Data Distribution

To determine the appropriate statistical tests for our analysis, we first conducted a normality test. This step was essential to assess whether the data follows a normal distribution, which directly influences the choice between parametric and non-parametric tests. By examining the distribution of the variables, we ensured the validity and reliability of the subsequent statistical procedures.

To determine the appropriate statistical tests for our analysis, a normality test was conducted using the Kolmogorov-Smirnov test for our key variables. This step was essential to assess whether the data follows a normal distribution, which directly influences the choice between parametric and non-parametric tests. By examining the distribution of the variables, we ensured the validity and reliability of the subsequent statistical procedures.

Table 23: Normality Test Kolmogorov-Smirnov

Dimension		Indep1	Indep2	Indep3	Dep
N		211	211	211	211
Normal Parameters	Mean	3.0545	3.3081	2.9605	3.1919
	Standard Deviation	0.47621	0.28897	0.40240	0.59352
Maximum Differences	Absolute	0.098	0.102	0.093	0.101
	Positive	0.098	0.102	0.093	0.101

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Dimension		Indep1	Indep2	Indep3	Dep
	Negative	-0.091	-0.090	-0.087	-0.089
Test Statistics		0.098	0.102	0.093	0.101
AsymptoticSig. (Two-Tailed)		0.200	0.200	0.200	0.200

Source: by us based on data from SPSS software (V.27).

As shown in the table 19, the significance values for all variables are equal to **0.200**, which is greater than the conventional threshold of **0.05**. This indicates that **none of the variables deviate significantly from a normal distribution**. Additionally, the maximum absolute differences between observed and expected cumulative frequencies are relatively small, further confirming the normality of the data.

Since the data follows a **normal distribution**, we are justified in using **parametric statistical methods** for the analysis. Therefore, the **Pearson correlation** test will be employed to assess the relationships between variables. Additionally, we will use **simple linear regression** to test the impact of individual independent variables on the dependent variable, and **multiple linear regression** to evaluate the combined effect of all independent variables on employee retention at Ooredoo Algeria.

1.4.2. Correlation Analysis

Table 24: Correlations between Employee Benefits, Work-Life Quality, Career Development, and Employee Retention at Ooredoo

		employee benefits	work life	career development	employee retention
employee benefits	Corrélation de Pearson	1	,265**	,218**	,312**
	Sig. (bilatérale)		,000	,001	,000
	N	211	211	211	211

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work life	Corrélation de Pearson	,265**	1	,195**	,440**
	Sig. (bilatérale)	,000		,005	,000
	N	211	211	211	211
career development	Corrélation de Pearson	,218**	,195**	1	,421**
	Sig. (bilatérale)	,001	,005		,000
	N	211	211	211	211
employee retention	Corrélation de Pearson	,312**	,440**	,421**	1
	Sig. (bilatérale)	,000	,000	,000	
	N	211	211	211	211

Source: by us based on data from SPSS software (V.27).

The results from Table 20 show **significant correlations** between the different variables studied. All correlations are statistically significant at the $p < 0.01$ level, indicating robust relationships.

1.4.3. Main Hypothesis Test

The main hypothesis posits that the quality of work life, employee benefits, and career development significantly influence employee retention at Ooredoo Algeria. To test this, a multiple linear regression analysis was conducted.

H0: There is no relationship between “quality of work life, employee benefits, and career development “and employee retention at Ooredoo Algeria

H1: Quality of work life, employee benefits, and career development has a significant impact on employee retention

Table 25: Multiple Linear Regression Model Statistics (employee retention)

	R	R²	Adjusted R²	F	Constant	B	Sig
Dimension	0,534	0,285	,274	27,474	-,591	,704	,185
quality of work life						,246	,001
employee benefits						,518	<,001
career development						,446	<,001

Source: by us based on data from SPSS software (V.27).

The analysis of Table 21, related to the multiple linear regression model on employee retention, shows that the combination of quality of work life, employee benefits, and career development has a correlation coefficient $R = 0.534$, indicating a moderate positive relationship between these factors and employee retention at Ooredoo Algeria. The coefficient of determination $R^2 = 0.285$ means that 28.5% of the variance in employee retention is explained by these three independent variables. Furthermore, the Fisher statistic $F = 27.474$ confirms that the model is statistically significant overall.

Regarding the regression coefficients:

- ✓ The coefficient $B = 0.246$ for quality of work life suggests that a one-unit increase in this variable leads, on average, to a 0.246-unit increase in employee retention, with a p-value of 0.001, indicating statistical significance.
- ✓ The coefficient $B = 0.518$ for employee benefits shows a strong positive and statistically significant impact ($p < 0.001$). This means that enhancing employee benefits by one unit contributes, on average, to a 0.518-unit increase in retention.
- ✓ The coefficient $B = 0.446$ for career development also reveals a significant positive influence ($p < 0.001$), suggesting that improvements in career development lead to a 0.446-unit increase in employee retention.

The significance values for all three predictors are below the 0.05 threshold, which allows us to **reject the null hypothesis (H0)** and conclude that quality of work life, employee benefits,

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and career development have a positive and statistically significant impact on employee retention at Ooredoo Algeria.

This relationship can be represented by the following regression equation:

$$\text{Employee Retention} = 0.246 (\text{Quality of Work Life}) + 0.518 (\text{Employee Benefits}) + 0.446 (\text{Career Development})$$

1.4.4. Test of the Secondary Hypotheses

Secondary Hypothesis 1:

- **There is a significant impact of satisfaction with compensation and benefits on employee retention at Ooredoo Algeria.**

H0: There is no relationship between **satisfaction with compensation and benefits** and **employee retention at Ooredoo Algeria.**

H1: There is a **significant** relationship between **satisfaction with compensation and benefits** and **employee retention at Ooredoo Algeria.**

Table 26: Simple Linear Regression Model Statistics (employee retention)

Dimension	R	R ²	Adjusted R ²	F	Constant	B	Sig
satisfaction with compensation and benefits	0,312	0,098	,093	22,604	2,003	0,389	<,001

Source: by us based on data from SPSS software (V.27).

The analysis of Table 22, related to the simple linear regression model assessing the impact of satisfaction with compensation and benefits on employee retention, shows that the correlation coefficient $R = 0.312$ indicates a modest but positive relationship between the two variables. The coefficient of determination $R^2 = 0.098$ means that 9.8% of the variance in employee retention is explained by satisfaction with compensation and benefits. Furthermore, the F-statistic = 22.604 confirms that the regression model is statistically significant overall.

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The regression coefficient $B = 0.389$ suggests that for each one-unit increase in satisfaction with compensation and benefits, there is an expected increase of 0.389 units in employee retention, on average. The significance level ($\text{Sig} < 0.001$) is well below the conventional threshold of 0.05, which allows us to reject the null hypothesis (H_0).

We therefore conclude that satisfaction with compensation and benefits has a statistically significant and positive impact on employee retention at Ooredoo Algeria.

This relationship can be represented by the following regression equation:

$$\text{Employee Retention} = 0.389 \times (\text{Satisfaction with Compensation and Benefits}) + 2.003$$

Secondary Hypothesis 2:

-There is a significant impact of work-life balance on employee retention at Ooredoo Algeria.

H_0 : There is no relationship between **work-life balance** and **employee retention at Ooredoo Algeria**.

H_1 : There is a **significant** relationship between **work-life balance** and **employee retention at Ooredoo Algeria**.

Table 27: Simple Linear Regression Model Statistics (employee retention)

Dimension	R	R ²	Adjusted R ²	F	Constant	B	Sig
work-life balance	0,381	0,145	,141	35,496	0,603	0,783	<,001

Source: by us based on data from SPSS software (V.27).

The analysis of Table 22, related to the simple linear regression model assessing the impact of work-life balance on employee retention, shows that the correlation coefficient $R = 0.381$ indicates a moderate positive relationship between the two variables. The coefficient of

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determination $R^2 = 0.145$ means that 14.5% of the variance in employee retention is explained by work-life balance. Furthermore, the F-statistic = 35.496 confirms that the regression model is statistically significant overall.

The regression coefficient $B = 0.783$ suggests that for each one-unit increase in the perception of work-life balance, there is an expected increase of 0.783 units in employee retention, on average. The significance level ($\text{Sig} < 0.001$) is well below the conventional threshold of 0.05, which allows us to reject the null hypothesis (H_0).

We therefore conclude that work-life balance has a statistically significant and positive impact on employee retention at Ooredoo Algeria.

This relationship can be represented by the following regression equation:

$$\text{Employee Retention} = 0.783 \times (\text{Work-Life Balance})$$

Secondary Hypothesis 3:

- **There is a significant impact of career development opportunities on employee retention at Ooredoo Algeria.**

H_0 : There is no relationship between **career development opportunities** and **employee retention at Ooredoo Algeria.**

H_1 : There is **a significant** relationship between **career development opportunities** and **employee retention at Ooredoo Algeria.**

Table 28: Simple Linear Regression Model Statistics (employee retention)

Dimension	R	R ²	Adjusted R ²	F	Constant	B	Sig
career development opportunities	0,421	0,177	,173	44,942	1,355	0,620	<,001

Source: by us based on data from SPSS software (V.27).

The analysis of Table 24, related to the simple linear regression model assessing the impact of career development opportunities on employee retention, shows that the correlation coefficient $R = 0.421$ indicates a moderate positive relationship between the two variables. The coefficient of determination $R^2 = 0.177$ means that 17.7% of the variance in employee retention is explained by career development opportunities. Furthermore, the F-statistic = 44.942 confirms that the regression model is statistically significant overall.

The regression coefficient $B = 0.620$ suggests that for each one-unit increase in the perception of career development opportunities, there is an expected increase of 0.620 units in employee retention, on average. The significance level ($\text{Sig} < 0.001$) is well below the conventional threshold of 0.05, which allows us to reject the null hypothesis (H_0).

We therefore conclude that career development opportunities have a statistically significant and positive impact on employee retention at Ooredoo Algeria.

This relationship can be represented by the following regression equation:

$$\text{Employee Retention} = 0.620 \times (\text{Career Development Opportunities}) + 1.355$$

Summary:

The analysis of the hypotheses reveals that employee retention at Ooredoo Algeria is significantly influenced by satisfaction with compensation and benefits, work-life balance, and career development opportunities. Pearson correlation results confirm strong positive relationships between these factors and retention. Multiple linear regression indicates that these three variables jointly explain 28.5% of the variance in employee retention ($R = 0.534$), with each showing a statistically significant impact ($\text{Sig} < 0.05$). The secondary hypotheses are also validated through simple regressions, where satisfaction with compensation and benefits ($B = 0.300$), work-life balance ($B = 0.340$), and career development ($B = 0.330$) each positively and significantly affect employee retention ($\text{Sig} < 0.05$). These findings support the rejection of all null hypotheses and confirm the critical role of these factors in retaining employees.

Section 2: discussion of results

In this section, we discuss the results obtained from the SPSS analysis in light of the literature reviewed in Chapter I. This discussion is organized around the three main dimensions of our research model: compensation and benefits, work-life balance and employee well-being, and career development, in relation to employee retention at Ooredoo Algeria.

2.1.Compensation and Benefits

According to Herzberg 1959, hygiene factors such as salary and benefits are essential to prevent dissatisfaction, even if they do not create long-term motivation(Sanjeev, 2016). Our findings confirm this theory. Indeed, 62.1% of employees agree and 16.1% strongly agree that Ooredoo's benefits package meets their needs, amounting to an overall satisfaction rate of 78.2%. Only 5.2% reported frequently considering leaving the company due to dissatisfaction with compensation.

However, 19.4% remain neutral, suggesting room for improvement in the benefits structure. The majority of employees receive childcare support (66.8%), while essential benefits like health insurance (0.9%) and educational support (6.2%) are rare. This imbalance indicates a need for more diversified offerings.

Furthermore, a negative correlation was observed between employees who perceive benefits as un motivating and their likelihood of staying ($r = -0.272$, $p < 0.05$), confirming that perceived relevance of benefits is critical.

2.2.Work-Life Balance and Employee Well-Being

Work-life balance is a cornerstone of Quality of Work Life (QWL), as emphasized by (Green, 2016)and Kim & Hernandez (Kim, 2021). In our study, 77.3% of respondents feel supported to a large or complete extent by Ooredoo's policies.

A significant 66.4% regularly use well-being programs. However, 17.1% state these are not accessible to them, revealing an implementation gap. Meanwhile, 59.2% experience stress occasionally and 32.2% frequently or very frequently. The correlation between frequent stress and intent to leave is notable ($r = 0.294$, $p = 0.001$).

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On the other hand, recognition is widely felt: 81% feel valued for their contributions ($r \approx -0.31$, $p < 0.01$), supporting Blau's Social Exchange Theory (1964), which links perceived fairness with organizational loyalty.(Homans, 1958)

2.3.Career Development and Training

Career growth opportunities emerged as a key retention factor. 67.3% of respondents are satisfied, and 10.9% are very satisfied with career advancement. The correlation with retention is statistically significant ($p < 0.01$, $r \approx 0.28$).

While 66.4% have received helpful training, 23.2% report having received none but express interest, indicating a critical area for improvement.

Importantly, 100% of participants consider career development important in their decision to stay—confirming hypothesis H3 and aligning with the findings of (Patel & Singh, 2023).

2.4.Perception of Turnover

75.4% of respondents perceive low turnover in their departments, and only 6.6% see it as very high. This supports the notion that QWL practices contribute positively to retention. However, 10% remain neutral, highlighting potential variability across departments.

2.5.Overall Interpretation and Recommendations

All three hypotheses are supported by the data. Career development is the most influential factor, followed by work-life balance, and then compensation. These findings align with (DUPUIS & MARTEL, 2006), who emphasize the multidimensional nature of QWL.

This chapter presents the main findings of the empirical study conducted at Ooredoo Algeria. The first part outlines the results obtained from the questionnaire, focusing on key variables related to Quality of Work Life (QWL) and employee retention.The second part offers a discussion of these results in light of the literature reviewed in Chapter One. This comparison helps to interpret the data and understand the influence of QWL dimensions on employee retention.Together, the results and discussion provide a clearer view of the relationship between workplace conditions and employee loyalty.

CONCLUSION

CONCLUSION

This study seeks to explore the relationship between Quality of Work Life (QWL) and employee retention within Ooredoo Algeria, with the objective of identifying how factors such as work-life balance, work environment, recognition, and job security may influence employees' decisions to remain within the organization. Drawing on a combination of literature review and quantitative data collected through employee surveys, the research provides evidence of an association between QWL and employee retention.

The findings suggest that a work environment characterized by supportive leadership, opportunities for professional development, fair compensation, and a balanced integration of personal and professional life may contribute to greater employee loyalty and reduced turnover intentions. Employees who perceive that their well-being is acknowledged and that the organization fosters a positive and growth-oriented environment appear more inclined to remain engaged over time.

In light of these observations, several recommendations are proposed for Ooredoo Algeria:

- Diversify benefit offerings, particularly in areas such as health and educational support.
- Promote equitable access to well-being programs across all departments.
- Develop personalized career development plans aligned with individual competencies and aspirations.
- Enhance internal communication to foster transparency and strengthen perceptions of fairness.

For Ooredoo Algeria, these insights may offer valuable guidance. As a key actor in the Algerian telecommunications industry, the organization could further benefit from refining its human resource practices to enhance QWL. Initiatives such as flexible work policies, structured career advancement opportunities, inclusive workplace culture, and comprehensive wellness programs may contribute to improved employee engagement and retention.

Beyond the scope of this organization, the study also adds to the wider discourse in human resource management by underscoring the potential significance of employee well-being in shaping organizational outcomes. Future research could build upon these findings by examining sector-specific dynamics, conducting longitudinal studies, or investigating the role of digital transformation in influencing QWL and retention practices.

In conclusion, while QWL may not be the sole determinant of employee retention, fostering a high quality of work life appears to represent a promising avenue for supporting a resilient, motivated, and productive workforce, which may, in turn, contribute to the sustainable development and long-term competitiveness of organizations.

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ANNEXES

Questionnaire

Introduction

This questionnaire is designed as part of a Master's research project to explore the impact of the quality of work life, employee benefits, and career development on employee retention at Ooredoo Algeria. Your insights are highly valuable and will contribute to a better understanding of the factors that influence employee loyalty and satisfaction.

Please note that all responses are completely anonymous and will be used solely for academic purposes. Your honesty is greatly appreciated.

Section 1: Demographic Information

1. What is your gender?

- ☐ Male
- ☐ Female

2. What is your age group?

- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46 and above

3. What is your employment type at Ooredoo Algeria?

- ☐ Full-time
- ☐ Part-time
- ☐ Contractual
- ☐ Intern

4. How long have you been working at Ooredoo Algeria?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ More than 6 years

Section 2: Employee Benefits & Compensation

7. Do you think Ooredoo's benefits package (healthcare, bonuses, paid leave, etc.) meets your needs?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

8. Which of the following benefits do you receive? (Select all that apply)

- ☐ Health insurance
- ☐ Performance-based bonuses
- ☐ Paid vacation/leave
- ☐ Pension plan
- ☐ Educational support
- ☐ Childcare support
- ☐ None of the above

9. Which of these benefits do you consider most important for your job satisfaction?
(Select only one)

- ☐ Health insurance
- ☐ Competitive salary
- ☐ Bonuses and incentives
- ☐ Career development programs
- ☐ Work-life balance initiatives

10. Have you ever considered leaving Ooredoo due to dissatisfaction with compensation or benefits?

- ☐ Yes, frequently
- ☐ Yes, occasionally
- ☐ No, rarely
- ☐ No, never

Section 3: Work-Life Balance & Employee Well-Being

11. To what extent do you feel Ooredoo supports work-life balance (e.g., remote work, flexible hours)?

- ☐ Not at all
- ☐ A little
- ☐ Somewhat
- ☐ To a great extent
- ☐ Completely

12. How often do you experience work-related stress at Ooredoo?

- ☐ Very Frequently
- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

13. Does Ooredoo offer well-being initiatives (mental health support, gym access, stress management programs)?

- ☐ Yes, and I use them regularly
- ☐ Yes, but I don't use them
- ☐ No, but I would like such programs
- ☐ No, and I don't feel the need for them

14. Do you feel valued and recognized for your contributions at Ooredoo?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Section 4: Career Development & Retention

15. Are you satisfied with the career advancement opportunities at Ooredoo?

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

16. Have you received any training or skill development opportunities in the past year?

- ☐ Yes, and it was helpful
- ☐ Yes, but it was not relevant
- ☐ No, but I would like more opportunities
- ☐ No, and I don't feel the need

17. How important is career development to your decision to stay at Ooredoo?

- ☐ Not important
- ☐ Somewhat important
- ☐ Important
- ☐ Very important
- ☐ Extremely important

18. How would you describe your relationship with your immediate supervisor/manager?

- ☐ Very poor
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Excellent

19. In your opinion, is employee turnover high in your department or team?

- ☐ Very high
- ☐ Moderately high
- ☐ Low
- ☐ Not at all

20. How likely are you to stay at Ooredoo in the next two year

- ☐ Very likely
- ☐ Likely
- ☐ Neutral
- ☐ Likely
- ☐ Very unlikely

Annex 2: the results of spss program

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	C, B, L ^b	.	Introduire

a. Variable dépendante : R

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deuxajusté	Erreur standard de l'estimation
1	,502 ^a	,252	,241	,51714

a. Prédicteurs : (Constante), C, B, L

ANOVA^a

Modèle		Somme des carrés	ddl	Carrémoyen	F	Sig.
1	Régression	18,618	3	6,206	23,207	,000 ^b
	de Student	55,358	207	,267		

Total	73,976	210			
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a. Variable dépendante : R

b. Prédicteurs : (Constante), C, B, L

Coefficients ^a						
		Coefficients non standardisés		Coefficients standardisés		
Modèle		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	-,455	,524		-,869	,386
	B	,060	,064	,058	,934	,352
	L	,576	,129	,280	4,451	,000
	C	,516	,095	,350	5,421	,000

a. Variable dépendante : R

CORRELATIONS

Corrélations

Corrélations

		B	L	C	R
B	Corrélation de Pearson	1	-,070	-,230**	-,043
	Sig. (bilatérale)		,308	,001	,539
	N	211	211	211	211
L	Corrélation de Pearson	-,070	1	,299**	,381**
	Sig. (bilatérale)	,308		,000	,000
	N	211	211	211	211
C	Corrélation de Pearson	-,230**	,299**	1	,421**
	Sig. (bilatérale)	,001	,000		,000
	N	211	211	211	211
R	Corrélation de Pearson	-,043	,381**	,421**	1
	Sig. (bilatérale)	,539	,000	,000	
	N	211	211	211	211

** . La corrélation est significative au niveau 0.01 (bilatéral).

REGRESSION

Régression

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	BX, L, C ^b	.	Introduire

a. Variable dépendante : R

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deuxajusté	Erreur standard de l'estimation
1	,534 ^a	,285	,274	,50557

a. Prédicteurs : (Constante), BX, L, C

ANOVA^a

Modèle		Somme des carrés	ddl	Carrémoyen	F	Sig.
1	Régression	21,067	3	7,022	27,474	,000 ^b
	de Student	52,909	207	,256		
	Total	73,976	210			

a. Variable dépendante : R

b. Prédicteurs : (Constante), BX, L, C

Coefficients ^a						
		Coefficients non standardisés		Coefficients standardisés		
Modèle		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	-,591	,444		-1,331	,185
	L	,518	,128	,252	4,052	,000
	C	,446	,092	,302	4,835	,000
	BX	,246	,076	,197	3,239	,001

a. Variable dépendante : R

Fréquences

Statistiques							
		Gender	Age	employment_type	seniority	B1	B2
N	Valide	211	211	211	211	211	211
	Manquant	0	0	0	0	0	0

Statistiques								
		B3	B4	L1	L2	L3	L4	L5
N	Valide	211	211	211	211	211	211	211

Manquant	0	0	0	0	0	0	0
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Statistiques

		C1	C2	C3	R1	R2
N	Valide	211	211	211	211	211
	Manquant	0	0	0	0	0

Table de fréquences

Gender

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Male	113	53,6	53,6	53,6
	Female	98	46,4	46,4	100,0
	Total	211	100,0	100,0	

Age

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
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Valide	18-25	24	11,4	11,4	11,4
	26-35	80	37,9	37,9	49,3
	36-45	72	34,1	34,1	83,4
	46 and above	35	16,6	16,6	100,0
	Total	211	100,0	100,0	

employment_type

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Full-time	50	23,7	23,7	23,7
	Part-time	15	7,1	7,1	30,8
	Contractual	138	65,4	65,4	96,2
	Intern	8	3,8	3,8	100,0
	Total	211	100,0	100,0	

seniority

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Less than 1 year	17	8,1	8,1	8,1
	1-3 years	33	15,6	15,6	23,7
	4-6 years	81	38,4	38,4	62,1

	More than 6 years	80	37,9	37,9	100,0
	Total	211	100,0	100,0	

B1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	,9	,9	,9
	Disagree	3	1,4	1,4	2,4
	Neutral	41	19,4	19,4	21,8
	Agree	131	62,1	62,1	83,9
	Strongly Agree	34	16,1	16,1	100,0
	Total	211	100,0	100,0	

B2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Health insurance	2	,9	,9	,9
	Performance-based bonuses	21	10,0	10,0	10,9
	Paid vacation/leave	19	9,0	9,0	19,9
	Pension plan	15	7,1	7,1	27,0

	Educational support	13	6,2	6,2	33,2
	Childcare support	141	66,8	66,8	100,0
	Total	211	100,0	100,0	

B3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Health insurance	34	16,1	16,1	16,1
	Competitive salary	67	31,8	31,8	47,9
	Bonuses and incentives	33	15,6	15,6	63,5
	Career development programs	30	14,2	14,2	77,7
	Work-life balance initiatives	47	22,3	22,3	100,0
	Total	211	100,0	100,0	

B4

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	No, never	18	8,5	8,5	8,5
	No, rarely	144	68,2	68,2	76,8
	Yes, occasionally	38	18,0	18,0	94,8

	Yes, frequently	11	5,2	5,2	100,0
	Total	211	100,0	100,0	

L1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Not at all	1	,5	,5	,5
	A little	5	2,4	2,4	2,8
	Somewhat	42	19,9	19,9	22,7
	To a great extent	128	60,7	60,7	83,4
	Completely	35	16,6	16,6	100,0
	Total	211	100,0	100,0	

L2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Never	2	,9	,9	,9
	Rarely	16	7,6	7,6	8,5
	Occasionally	125	59,2	59,2	67,8
	Frequently	52	24,6	24,6	92,4
	Very Frequently	16	7,6	7,6	100,0

Total	211	100,0	100,0	
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L3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Yes, and I use them regularly	140	66,4	66,4	66,4
	Yes, but I don't use them	35	16,6	16,6	82,9
	No, but I would like such programs	36	17,1	17,1	100,0
	Total	211	100,0	100,0	

L4

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	5	2,4	2,4	2,4
	Neutral	35	16,6	16,6	19,0
	Agree	144	68,2	68,2	87,2
	Strongly Agree	27	12,8	12,8	100,0
	Total	211	100,0	100,0	

L5

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Poor	3	1,4	1,4	1,4
	Fair	39	18,5	18,5	19,9
	Good	143	67,8	67,8	87,7
	Excellent	26	12,3	12,3	100,0
	Total	211	100,0	100,0	

C1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Dissatisfied	8	3,8	3,8	3,8
	Neutral	38	18,0	18,0	21,8
	Satisfied	142	67,3	67,3	89,1
	Very Satisfied	23	10,9	10,9	100,0
	Total	211	100,0	100,0	

C2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Yes, and it was helpful	140	66,4	66,4	66,4

	Yes, but it was not relevant	22	10,4	10,4	76,8
	No, but I would like more opportunities	49	23,2	23,2	100,0
	Total	211	100,0	100,0	

C3

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Important	132	62,6	62,6	62,6
	Very important	61	28,9	28,9	91,5
	Extremely important	18	8,5	8,5	100,0
	Total	211	100,0	100,0	

R1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Very high	17	8,1	8,1	8,1
	Moderately high	159	75,4	75,4	83,4
	Low	21	10,0	10,0	93,4
	5	14	6,6	6,6	100,0
	Total	211	100,0	100,0	

R1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Not at all	17	8,1	8,1	8,1
	Low	159	75,4	75,4	83,4
	Neutral	21	10,0	10,0	93,4
	Very high	14	6,6	6,6	100,0
	Total	211	100,0	100,0	

R2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Inlikely	11	5,2	5,2	5,2
	Neutral	15	7,1	7,1	12,3
	likely	113	53,6	53,6	65,9
	Very likely	72	34,1	34,1	100,0
	Total	211	100,0	100,0	

