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MASTER'S THESIS

Towards the attainment of an Academic Master's Degree In

« Human Ressources Management »

**The Evaluation of the Company's
Commitment to Talent Retention Strategies
Case study: The Central Pharmacy Of
Hospitals**

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ABSTRACT

This study aimed to critically evaluate the extent of organizational commitment to talent retention and to investigate how retention strategies aligned with the actual experiences of high-performing employees. Employing a qualitative research approach, two semi-structured interview guides were developed, one targeting company responsible leaders for designing and implementing retention policies, and the other aimed at top talents specifically selected by the HR manager based on rigorous internal performance evaluations. By combining these perspectives, the research investigated the multifaceted factors that influenced talent retention within a variety of organizational, cultural, and environmental contexts. It focused on key dimensions related to career development and leadership engagement, recognition, work-life balance, and digitalization. The findings provided valuable contextual insights into how a strong company commitment could lead to fostering more effective and personalized talent retention strategies.

Key words: Talent retention strategies, human resources practices, organizational culture, Career Development, company commitment, Leadership Commitment, Turnover

RÉSUMÉ

Cette étude visait à évaluer de manière critique l'étendue de l'engagement organisationnel envers la rétention des talents et à examiner comment les stratégies de rétention s'alignent avec les expériences réelles des employés à haute performance. En adoptant une approche de recherche qualitative, deux guides d'entretien semi-directifs ont été développés, l'un ciblant les responsables de l'entreprise chargés de concevoir et de mettre en œuvre les politiques de rétention, et l'autre destiné aux meilleurs talents spécifiquement sélectionnés par le responsable RH sur la base d'évaluations internes rigoureuses de la performance. En combinant ces perspectives, la recherche examine les facteurs multiples qui influencent la rétention des talents dans une variété de contextes organisationnels, culturels et environnementaux. En se concentrant sur des dimensions clés liées au développement de carrière et à l'engagement du leadership, à la reconnaissance, à l'équilibre entre vie professionnelle et vie personnelle, et à la digitalisation. Les résultats fournissent des aperçus contextuels précieux sur la façon dont un engagement fort de l'entreprise peut conduire à favoriser des stratégies de rétention des talents plus efficaces et personnalisées.

Mots-clés : stratégies de rétention des talents, pratiques en ressources humaines, culture organisationnelle, développement de carrière, engagement de l'entreprise, engagement du leadership, rotation du personnel.

الملخص

هدفت هذه الدراسة إلى التقييم النقدي لمدى التزام المنظمة بالحفاظ على المواهب ، والتحقق في مدى توافق استراتيجيات الاحتفاظ مع التجارب الفعلية للموظفين ذوي الأداء العالي. من خلال اعتماد نهج بحث نوعي، تم تطوير دليلين للمقابلات الشبه المهيكلة، أحدهما يستهدف القادة المسؤولين في الشركة عن تصميم وتنفيذ سياسات الاحتفاظ، والآخر موجه إلى أفضل المواهب التي تم اختيارها خصيصًا من قبل مدير الموارد البشرية بناءً على تقييمات أداء داخلية صارمة. من خلال الجمع بين هاتين الرؤيتين، تبحث الدراسة في العوامل المتعددة الأوجه التي تؤثر على الاحتفاظ بالمواهب ضمن مجموعة متنوعة من السياقات التنظيمية والثقافية والبيئية. من خلال التركيز على أبعاد رئيسية تتعلق بتطوير المسار المهني والانخراط القيادي، والتقدير، والتوازن بين الحياة المهنية والحياة الشخصية، والرقمنة. قدمت النتائج رؤى سياقية قيّمة حول كيف يمكن للالتزام القوي من الشركة أن يؤدي إلى تعزيز استراتيجيات أكثر فاعلية وتخصيصًا للاحتفاظ بالمواهب.

الكلمات المفتاحية: استراتيجيات الاحتفاظ بالمواهب، ممارسات الموارد البشرية، الثقافة التنظيمية، تطوير المسار الوظيفي، التزام الشركة، التزام القيادة، دوران الموظفين.

GRATITUDE

*First and foremost, I express my deepest gratitude to **Allah** for guiding me and give me the strength to illuminated my path and made this journey possible.*

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LIST OF ABBREVIATIONS

EAPs: Employee Assistance Programs

EE: Employee Engagement

EPIC: Public industrial and commercial establishment

HRM: Human Resources Management

IFC: Interviewee First category

ISC: Interviewee Second category

PCH: Central Pharmacy of hospitals

GENERAL INTRODUCTION

GENERAL INTRODUCTION

In today's competitive and rapidly evolving business environment, organizations increasingly recognize that their greatest asset is their human capital. The ability to attract, develop, and retain top talent has become a critical factor in sustaining organizational growth, innovation, and competitive advantage. This is particularly true in sectors where skilled professionals drive strategic success. Against this backdrop, evaluating company commitment to talent retention strategies emerges as an essential area of study, with direct implications for employee loyalty, productivity, and long-term organizational stability.

The decision to focus on this theme stems from the growing concern about high turnover rates and the challenges companies face in maintaining motivated and engaged workforces. Talent retention is not only a human resources priority but a strategic necessity that influences operational performance and corporate culture. Despite extensive research on retention practices, gaps remain in understanding how company commitment translates into effective, aligned retention strategies that meet the expectations of high-performing employees. While the decision to focus on top talents stands from their critical role in driving the company's innovation, growth, and competitive advantage. While retaining all employees is important, top talents represent the core group whose skills, knowledge, and leadership capabilities have the most direct impact on organizational performance and long-term success. These high-potential individuals are often more mobile and targeted by competitors, making their retention particularly challenging and strategic.

This research centers on The Central Pharmacy of Hospitals PCH Company (PCH), located in a unique geographical at Bechar desert region. The choice of PCH is deliberate, as its location presents distinctive environmental and logistical challenges that may affect Skilled and talented employee's experiences and retention outcomes. Studying PCH provides an opportunity to explore talent retention within a real-world setting where contextual factors play a significant role, adding depth and relevance to the findings.

The study seeks to answer several critical research questions:

How does PCH's commitment to talent retention contribute to the development of aligned strategies that foster employee loyalty and reduce turnover?

- What specific strategies does the company employ to face the logistical challenges and Talent retention and engagement?
- How well are PCH's retention strategies aligned with the expectations and experiences of its top talents in practice?

GENERAL INTRODUCTION

- What challenges does the company face in implementing its talent retention strategies?

From the perspective that a strong company commitment to talent management significantly enhances employee retention, this research adopts a qualitative methodological approach. We designed two complementary semi-structured interview guides. Using same dimensions to gain deep insights into talent retention at PCH, the first category interview guide engaged company leaders responsible for HR strategies, allowing an evaluation of how retention policies are crafted and implemented. The second guide gave voice to the top talents carefully chosen high performers identified by HR shedding light on how these Top talents actually experience and respond to company retention initiatives. This twofold perspective enriches the research by bridging the gap between management's vision and employees' realities.

It employs semi-structured interviews analyzed through NVivo software, enabling a rich exploration of managerial perspectives and top talents' experiences. This dual approach facilitates an in-depth understanding of both the strategic intentions and practical realities of talent retention at PCH.

The general objective of this study is to evaluate and uncover how deeply PCH is committed to retaining its top talents by exploring the dynamic interplay between leadership strategies and employee experiences. It aims to uplift existing retention strategies and spotlight gaps where expectations and realities diverge, while also measuring how these efforts impact the company's broader success. By factoring in the unique challenges posed by PCH's desert location, the study endeavors to craft innovative, tailored solutions that not only bridge these divides but also inspire a forward-thinking culture of growth, motivation, and lasting engagement within the organization.

**CHAPTER I: LITERATURE REVIEW
AND THE CONCEPTUAL
FRAMEWORK**

Chapter introduction

This first chapter sets the stage for the research by reviewing the key ideas and concepts related to company commitment and talent retention strategies. The first section provides a detailed look at how a good company commitment and engagement has evolved within human resource management, the role of HR in retaining talent, and the different strategies companies use to become attractive employers. While the second section introduces the conceptual framework of the study. It brings together the main elements needed to evaluate how companies engage and retain talent focusing on commitment, motivation, workplace practices, and digital innovation. Both sections provide a strong foundation for understanding how companies can improve talent retention and engagement.

Section 1: Literature Review

1. The Evolution of the Concept of Engagement in Human Resource Management

According to the research of (Meyer & Allen, N. J. , 1991) he identified that the concept of engagement has evolved significantly from its etymological roots in contractual and transactional obligations to becoming a key construct in human resource management. Initially introduced in management literature in the 1960s through the term commitment, engagement has since been widely studied as a factor influencing employee retention and organizational loyalty, highlighting that engagement can be defined as the degree of an individual's identification with their organization, characterized by alignment with company values, willingness to exert effort, and intent to remain within the organization. This psychological perspective, further developed by (Meyer & Allen, N. J. , 1991), extends beyond formal agreements to incorporate emotional and motivational dimensions. While engagement remains theoretically diverse, its role in talent retention is crucial, as strong organizational commitment reduces turnover and fosters a culture of long-term employee loyalty. In the context of talent loyalty, understanding the drivers of engagement such as leadership, career growth opportunities, and cultural alignment, can help organizations develop effective retention strategies that secure their top talent and mitigate attrition risks. This aligns with the broader focus of evaluating corporate commitment to talent retention strategies, ensuring that businesses not only attract but also sustain employee engagement for long-term success. (Meyer & Allen, N. J. , 1991).

2. The Role of Human Resource Management in Engagement and Employee Retention

Human Resource Management (HRM) plays a central role in talent loyalty by implementing strategies tailored to employees' expectations and needs. It is the responsibility of HR managers to identify and deploy retention practices that employees perceive as effective. Indeed, optimal practices in terms of compensation, recognition, career development, managerial support, organizational culture, and work environment significantly contribute to talent loyalty (Meyer & Natalie J. Allen, 1991).

Today, many organizations integrate a wide range of HRM strategies aimed at strengthening employee engagement and loyalty. Key factors influencing employee loyalty include the work environment, support from supervisors, the organization's image, alignment between employee and company values, compensation, recognition, and professional development opportunities.

A study conducted by the (Hay Group, 2015) identified five key factors that distinguish "stayers" (employees loyal to the company for more than two years) from "leavers" (those planning to leave the organization within two years). These factors include trust in the organization and its leadership, opportunities for career advancement, a fair relationship between the company and the employee, an environment conducive to success, as well as the autonomy and influence granted to employees.

3. Innovative HR Practices for Becoming an Employer of Choice

The article by (Clarke, 2001) titled "What Businesses Are Doing to Attract and Retain Employees Becoming an Employer of Choice" examines how companies modify their HR strategies to draw in and keep talent in the changing business environment. The essay uses a case study methodology to investigate how a company used creative benefits and HR practices to increase its employer attractiveness. The goal is to illustrate how these practices contribute to an organization's reputation as an employer of choice. The results emphasize how important it is to match HR strategies with employee expectations in order to promote corporate commitment, as well as how customized benefits and encouraging HR policies greatly aid in employee recruitment and retention.

4. Theories of Turnover Management

(Ongori, 2007) has extensively explored the causes, effects and strategies to minimize the turnover theories of turnover management, providing valuable insights in his article "A Review of the Literature on Employee Turnover" collecting data based on literature review of existing research on employee turnover. Emphasizing that high turnover negatively impacts organizations by increasing costs related to recruitment, training, and productivity loss. The study highlights factors such as job dissatisfaction, lack of commitment, role ambiguity, and organizational instability as major contributors to turnover, while also stressing that companies can mitigate these effects by implementing strong retention strategies, including employee engagement, competitive compensation, and career development opportunities. These findings align closely with my research on evaluating companies' engagement in retention strategies management, as they underscore the necessity for businesses to actively assess and refine their approaches to talent management, ensuring that their workforce remains committed and engaged to sustain long-term organizational competitiveness.

5. Talent Management

According to the study of (Silzer & Dowell, 2010) that identified the concept of Talent management is increasingly acknowledged as a strategic pillar within organizations. Just as financial capital fuels growth, highlighting that human capital serves as a crucial lever for competitiveness and organizational success. Research has extensively demonstrated the value and profitability of initiatives designed to enhance talent management practices. Meanwhile (Rothwell, 2011) Defined the Talent management as the process of attracting, developing, retaining and deploying the best and most talented people.

6. Company Commitment through Strategic Talent Management

According to the article published by (Alias, Othman, R, Koe, W, & Ridzuan, A. R, 2017) titled "Towards Effective Employee Retention Strategy: Implementation of Talent Management in ICT Companies", the authors examine the role of talent management practices in enhancing employee retention within Malaysian ICT firms. Utilizing a quantitative methodology, the study surveyed 581 employees across three companies to assess the impact of career development, reward and recognition, and management support on retention rates. The findings reveal that these HR practices significantly influence

employee retention, highlighting the necessity for organizations to align their talent management strategies with employee expectations. This study underscores the importance of a strategic approach to HR practices, emphasizing that effective talent management is crucial for retaining top talent in competitive industries.

7. The theory of employee retention to turnover rates

Building on previous research in employee retention theories, the research of (Ochuko, Mary Amor & Olumola, Falilat Becky, November, 2020) examines the importance of companies proactively creating an environment that fosters long-term engagement and loyalty among employees. The core objective of their study is to examine the impact of talent management on employee's retention. Adopting quantitative and survey method of data collection. they found that Retaining talents is a critical challenge for companies nowadays. They found that High turnover rates negatively influence on productivity and incur significant costs, including direct expenses such as replacement and transition costs, and indirect consequences like reduced performance, low morale and loss expertise, while effective retention strategies are essential to avoid the departure of skilled and competent employees, which can disrupt organizational efficiency and service quality. While (Ochuko, Mary Amor & Olumola, Falilat Becky, November, 2020) Highlight that attractive benefits packages, including life insurance and flexible work arrangements, and financial incentives as well can enhance employee engagement and reduce turnover rates. This research aligns with the border objective of evaluating corporate engagement in talent retention strategies, reinforcing that successful retention requires a holistic approach that integrates career growth, effective workplace culture to sustain talent loyalty, and compensation and long-term organizational success.

8. Motivations of Talents and Their Impact on Engagement

The study by (Setyo Riyanto, Endri , & Novita , Thursday, 05 August 2021) highlights the critical role of motivation and job satisfaction in fostering employee engagement and ultimately improving performance. The objective of this study is to prove empirically that motivation and job satisfaction can increase employee engagement and have implications for achieving optimal employee performance. Using qualitative data quantified method, their findings indicate that motivation has a direct and significant impact on employee performance, whereas job satisfaction alone does not yield the same effect. However, when combined, both factors contribute positively to performance through the mediating role of

employee engagement. The study emphasizes that companies should prioritize motivational strategies and job satisfaction initiatives to ensure higher employee involvement and innovation, ultimately leading to better retention and talent management.

9. The evolution of employee engagement concept

The study by (Mariano, June 2022) explores the evolution of employee engagement (EE), emphasizing its social and contextual nature in balancing individual performance and well-being dynamically. The literature is analyzed through a mixed methods research design. The authors highlight that EE is not merely an individual psychological state but is shaped by social interactions, organizational culture, and external factors. They argue that engagement should be conceptualized as a dynamic construct, influenced by digitalization and modern workplace transformations, including hybrid work models post-COVID-19. The study also underscores how employee engagement directly impacts organizational outcomes, such as talent retention, job satisfaction, and turnover reduction, making it a critical factor in HR strategies. For companies committed to talent retention, the research suggests that fostering engagement requires strong leadership, social recognition, and digital tools to measure and enhance engagement in real time. This perspective aligns with the objectives of evaluating corporate commitment to talent retention strategies, as committed employees are less likely to leave, reinforcing the strategic importance of EE in reducing turnover and improving retention practices effectively.

10. Evaluating Talent Management Approaches to Improve Retention

According to (Aliaa Diyana Zamri & Siti Noorjannah Abd Halim, 2024) In their 2024 article titled "Employee Retention and Talent Management: A Systematic Literature Review", Zamri and Abd Halim systematically examine how various talent management strategies influence employee retention across industries and regions. Employing the PRISMA framework, they analyzed 15 studies published between 2022 and 2024, sourced from Scopus and Web of Science databases. The review identifies key themes such as data-driven retention strategies, work-life balance, and generational demands. The authors highlight the significance of aligning talent management practices with organizational goals, emphasizing that effective HR practices like continuous learning opportunities and flexible work arrangements are crucial for retaining top talent. The study underscores the necessity for organizations to adopt a holistic approach to talent management, integrating sustainability and adaptability to meet the evolving expectations of the workforce.

11. Employee Retention through Organizational Commitment

In the article titled “Employee Retention through Organizational Commitment, Work Engagement, and Job Satisfaction” by (Harini, Kartini, T, & Aulia, 2024), the authors investigated the influence of work engagement and job satisfaction on organizational commitment within PT. Jakarana Tama Ciawi-Bogor, a food manufacturing firm in Indonesia. Using a quantitative method with a sample of 161 employees and applying multiple linear regression analysis, the study aimed to evaluate how internal HR practices impact commitment levels. The findings revealed that both work engagement and job satisfaction significantly and positively affect organizational commitment, both individually and jointly. Importantly, the study highlights the company's role in fostering retention by strengthening psychological ownership through job autonomy, fair promotion policies, and active engagement strategies. These results support the importance of aligning HR efforts with employee expectations to enhance long-term retention. Theoretical alignment with our framework is clear: the article reinforces how company commitment (through leadership, communication, and structured recognition) is a pivotal driver in talent retention. It also underscores the mutual dependency between engagement strategies and organizational values, validating our integrated dimensional model that emphasizes transparency, motivation, and strategic HR alignment.

12. Talent loyalty

Talent loyalty, according to the research of (Bley, 20 Nov 2024), is a strategic challenge aimed at maintaining key employees by adopting practices adapted to organizational changes, particularly digital transformation. The author uses a qualitative methodology based on a study of a sample of banks, guided interviews, and the validation of a measurement instrument to analyze talent retention practices. The objective of the study was related to loyalty on a combination of factors, including motivation, engagement, skills management, and adaptability to new technologies, especially in the banking sector in Côte d'Ivoire. In relation to my research on evaluating companies' engagement in talent loyalty management, these findings highlight the importance of a proactive loyalty strategy, integrating the digitalization of HR processes to anticipate and meet employees' expectations. This study could thus analyze how companies adopt these mechanisms and to what extent they measure their effectiveness in talent loyalty. (Bley, 20 Nov 2024)

- **Different approaches of Employee Loyalty**

Different approaches to employee loyalty emphasize the importance of strategic HRM practices aimed at retaining employees through motivation, engagement, and alignment with organizational values. According to the study of (Douak, 9 Sep 2024), loyalty strategies vary, including career development opportunities, compensation policies, work-life balance measures, and strong employer branding. These strategies aim to create a long-term commitment between employees and organizations by fostering job satisfaction and reducing voluntary turnover. In relation to your research on evaluating companies' engagement in retention strategies management, these findings highlight the necessity of assessing how well an organization aligns its HR practices with employees' expectations. this study explores whether companies implement a holistic loyalty approach that integrates financial, cultural, and developmental incentives to maintain talent and reduce turnover effectively. (Douak, 9 Sep 2024).

Table 1 : Related Dimensions in the literature review

Literature Review Title	Related Dimensions Used in Our Research
The Evolution of the Concept of Engagement in HRM	Organizational commitment, alignment with values, emotional engagement
The Role of HRM in Engagement and Employee Retention	Recognition, career development, compensation, work environment
Innovative HR Practices for Becoming an Employer of Choice	Employer branding, personalized benefits, engagement strategies
Theories of Turnover Management	Turnover risks, job dissatisfaction, strategic retention practices
Talent Management	Attraction, development, retention, deployment of top talents
Company Commitment through Strategic Talent Management	Career growth, reward systems, leadership support

Literature Review Title	Related Dimensions Used in Our Research
Theories of Retention and Turnover Rates	Motivation, flexible arrangements, compensation strategies
Motivations of Talents and Their Impact on Engagement	Motivation, job satisfaction, engagement-performance link
The Evolution of Employee Engagement Concept	Dynamic engagement, digital tools, leadership influence
Evaluating Talent Management Approaches to Improve Retention	Work-life balance, generational needs, data-driven strategies
Employee Retention through Organizational Commitment	Autonomy, fair promotion, psychological ownership
Talent Loyalty	Engagement, adaptability, HR digitalization, proactive retention
Different Approaches of Employee Loyalty	Compensation, career development, work-life balance, cultural alignment

Source: Developed by personal efforts

This research builds upon existing literature by addressing a significant gap between the retention strategies implemented by organizations and the actual experiences of top talents. While previous studies have explored various retention practices, few have directly compared managerial intentions with employees' lived realities within a specific organizational context. This study distinguishes itself by adopting a dual perspective that integrates both leadership and employee viewpoints. Moreover, by incorporating the geographical context of the Béchar region in southern Algeria, a location marked by unique environmental and logistical challenges the research adds a valuable territorial dimension. Combined with key analytical dimensions such as leadership, recognition, digitalization, and well-being, this work provides a more holistic and contextually grounded understanding of talent retention dynamics in practice.

Section 2: The conceptual framework

This section builds the conceptual foundation of the research by identifying and connecting the key dimensions that influence talent retention. It examines how commitment, motivation, organizational practices, and digitalization interact to shape effective long-term retention strategies.

1. Key Elements related to the evaluation of company engagement

These elements focus on understanding company engagement requires a clear focus on fundamental elements that reflect how organizations invest in and support their talent to build meaningful and measurable engagement approach.

1.1. Definition of Company commitment and Employee commitment management

Company commitment and employee engagement are closely linked, strong company dedication boosts employee motivation, which in turn supports retention and performance. Understanding both is key to effective talent management.

- **Company Commitment**

Company commitment reflects the strong and continuous dedication of company's leaders and managers to a well-defined vision that guides the company's strategic direction, identity and long-term potential. This commitment is demonstrated through exemplary leadership, clear and consistent communication of objectives, and ensuring alignment across all levels of the organization to foster cohesion and sustained growth. (Ralf Faessler, 2023)

While from the psychological perspective (Robbins & Judge, T. A, 2019) Defined Commitment can be understood as a mental and emotional bond linking employees to their organization, strongly influenced by the quality of leadership and the overarching vision and culture of the company. Strong leadership is essential in nurturing this bond, which ultimately contributes to the organization's overall effectiveness and success.

- **Employee Engagement management**

Employee engagement management involves evaluating and improving how dedicated, motivated, and satisfied employees are with their roles and the organization. By assessing employee commitment, companies gain essential insights into overall engagement and can pinpoint areas needing development and improvements. (Mariano, June 2022) .by understanding the three-employee engagement Meyer and Allen's three-component model:

Table 2 : The three-employee engagement Meyer and Allen’s three-component model

Component	Description
Affective Commitment	Based on the emotional attachment and identification with the organization’s values. Where aligned employees are more motivated to stay.
Normative Commitment	It reflects the sense of moral obligation to stay, shaped by positive personal and organizational experiences, rather than emotional attachment.
Continuance Commitment	is driven by the perceived costs of leaving , including financial losses (such as benefits and job security) and psychological concerns (such as losing workplace relationships and stability). It can also be reinforced by a lack of alternative job opportunities.

Source:Developed by personal efforts based on (Meyer & Allen, N. J. , 1991) Research

1.2. Essential Models for companies to Improve Engagement

An Engagement model provides organizations with a systematic approach to assess and enhance employee involvement. Human resource specialists utilize these frameworks to gauge workforce dedication, enabling them to implement targeted programs that boost motivation and satisfaction. These efforts play a crucial role in reducing staff turnover and fostering optimal performance. (Cheryl Marie Tay, 2025)

Table 3 : Three Key focus Engagement Models

Model	Key focus	Pros	Cons
Maslow-inspired Engagement Model	Adapts Maslow's Hierarchy of Needs to workplace motivation and employee engagement.	Familiar psychological model, encourages employee well-being.	Requires adaptation for workplace use, lacks action plan and measurement.
Gallup's Q12 Employee Engagement Model	Uses 12Q to assess engagement in key areas like recognition growth and leadership.	Simple to implement, provides benchmarking data for companies.	No built-in action plan, lacks focus on extrinsic motivators like salary.
Deloitte's engagement model	Identifies five key drivers, Meaningful work, supportive management, positive work environment, and trust in leadership.	Leadership-focused, employee-centric, prioritizes flexible work & career growth.	Implementation challenges, due to the complexity of applying all five pillars. And limited focus on compensation.

Source: Developed by personal efforts as a reference to (Cheryl Marie Tay, 2025) on engagement models

1.3. Essential Methods for companies to build a strong committed workplace

Establishing a deeply committed and motivated workforce depends on implementing a well-structured action plan one of the most critical long-term decisions a company can make. As noted by Dieter Veldsman, Chief Scientist of HR and OD at AIHR (Cheryl Marie Tay, 2025) that Trust between employees and their immediate supervisors plays a crucial role in driving engagement, with research indicating that it affects over 80% of overall engagement levels.

Table 4 : Methods for strong committed workplace

Method	How it improves commitment
Ensure meaningful management	Managers should establish clear objectives, offer regular feedback, and guide employees to enhance their performance.
Link Engagement to Business Outcomes	Evaluating engagement in parallel with performance, retention, and revenue reveals its true influence on organizational outcomes.
Move from Annual to Frequent Surveys	Regular pulse checks help companies stay updated on employee concerns and act quickly.
Address issues at the team levels	Engagement challenges are most effectively addressed at the team or departmental level, where leaders has the capacity to drive meaningful change.
Build trust in leadership	Leaders need to be transparent, inspiring, and aligned with company’s mission.

Source: Developed by personal efforts as a reference to (Cheryl Marie Tay, 2025) on engagement models.

1.4. The Importance Company Commitment

Company commitment is crucial for ensuring organizational alignment with its core mission and values. When commitment is strong, decisions at all levels consistently reflect these guiding principles, supporting strategic coherence.

Leadership plays a key role by defining and embodying the company’s vision, thereby fostering a culture of integrity and unity. This not only strengthens internal collaboration but also enhances trust and reputation among employees, stakeholders, and customers.

Visible commitment through consistent leadership actions drives overall business success. Employee alignment with company objectives and values creates a positive workplace atmosphere, builds customer confidence, and promotes sustained organizational performance. (Mariano, June 2022)

- ✓ Aligns decisions with company values.
- ✓ Defines long-term strategy.
- ✓ Strengthens leadership influence.
- ✓ Boosts employee engagement.
- ✓ Enhances company reputation.

1.5. Notions Related to Motivation and Professional Development

It is important to understand the key concepts surrounding employee motivation and professional growth, highlighting how they drive engagement and support career advancement within organizations.

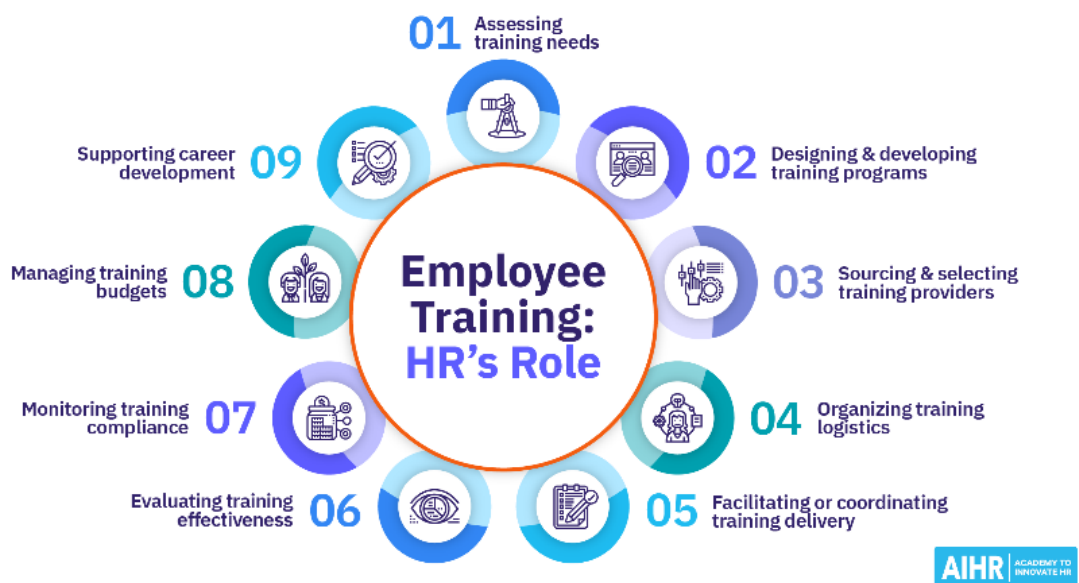
1.5.1 Career Development

Career development is a continuous process through which organizations support employees in progressing their careers. As skills, circumstances, goals, and motivations change over time, organizations help individuals define their objectives and guide them along a clear path to achieve career success. (Written by Coursera, 2024)

1.5.2 Training and development

Training and development is defined according to (Calvin M. Mabaso, et al., 09 June 2021) as the process of transforming thoughts, behaviors, and actions through the acquisition of new knowledge, skills, and competencies. It plays a crucial role in boosting employee satisfaction and often serves as an indicator of their intention to stay with or leave the organization. Offering training opportunities enables employees to handle new responsibilities and advance their careers. This investment not only prepares employees for growth but also strengthens their loyalty to the company.

Figure 1 : HR's role in employee training and development



Source: (Gem Siocon, 2023)

1.5.3 Recognition

Recognition is the act of recognizing and appreciating the work, actions, and achievements of employees inside a company is known as recognition. It encourages constructive behaviors that lead to corporate success and satisfies a fundamental psychological desire for appreciation. Meeting goals is only one aspect of recognition; other contributions like teamwork, customer service, and general dedication are also included. When properly implemented, appreciation increases employee engagement, job happiness, and morale, inspiring people to make even greater contributions to the business. (Calvin M. Mabaso, et al., 09 June 2021)

1.6. Notions Related to the Work Environment and HR Practices

1.6.1. Leadership Style

In businesses, leadership style is crucial. It is the act of persuading a person or group of individuals to accomplish a particular objective, which may involve fostering creativity and innovation. Since they may establish shared objectives inside the organization and influence innovation through their beliefs and actions, leaders can support an organizations performance, innovation, and strategy. The importance of leadership is growing as the global business environment becomes more structured and competitive. (Costa, Mariana Pádua , & António Ca, 7 February 2023).

Table 5 : Leadership Styles

Style	Description
Participative Leadership	According to kurt lewin This leadership style is based on shared decision making by all the leaders followers.
Laisser-faire Leadership	Kurt Lewin described this style as letting team members make decisions without providing them with particular direction.
Autocratic Leadership	Leaders that adopt this approach make judgments quickly and with little to no employee feedback or input.
Transformational Leadership	This is the most innovative approach, where managers coach and push staff to be more productive and creative while promoting learning and adaptability.

Source: (Costa, Mariana Pádua , & António Ca, 7 February 2023)

1.6.2. Organizational Culture

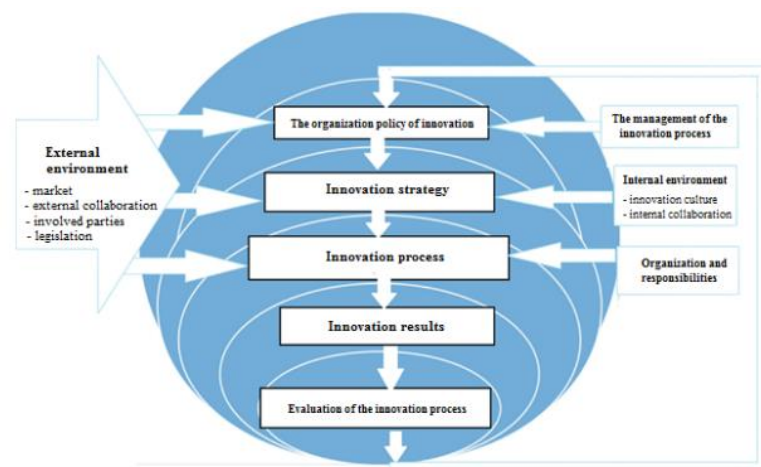
The term "organizational culture" describes a set of common presumptions, attitudes, and ideas that instruct staff members on proper and improper conduct. It might be among the organization's most valuable resources. Organizational culture is a powerful tool for controlling employee conduct. (Bauer & Berrin Erdogan, December 29, 2012)

1.6.3. The role of Digitalization and Innovation management

Digitalization of HR is a complex process that involves the integration of digital technologies into all spheres of talent management. From staffing to performance evaluation to skill development, traditional HR practices are profoundly transformed by this evolution. Digitalization has profoundly altered the interactions between performance management, HR governance, and organizational strategy. (Samir, 2024)

While In the current economic context, innovation management is one of the most critical success factors for all areas of a company, from research and development to manufacturing, distribution, marketing, and maintenance to product withdrawal, disposal, and recycling. Every firm must establish and put into practice an effective innovation management strategy in order to fully benefit from the innovation effect. (Sven Irmer, Raphaël Murswieck, Bastian L. Kurth, & Teodora – Bianca Floricel, 2017)

Figure 2 : Innovation management as a part of general management of the organization



Source: (Sven Irmer, Raphaël Murswieck, Bastian L. Kurth, & Teodora – Bianca Floricel, 2017)

- ✓ Encourages employees learning and career growth.
- ✓ Makes planning and managing innovation more effective.
- ✓ Continues performance and career growth.

2. Key Elements Related to Talent Retention

In This Part, we outline the fundamental factors affecting talent retention and emphasize key strategies that enable companies to maintain the engagement and commitment of their most valuable and talented employees.

2.1. Definition of Talent Retention

Talent retention according to (Manoj , 2024) refers to the strategies and actions implemented by the organizations to prevent valuable employees from leaving their jobs to join other companies. It is about creating a positive environment that fosters employee loyalty and satisfaction, and engagement to encouraging them for the long-term to stay with the company. Talent retention indicates an organization's ability to sustain its workforce and minimize losses to competitors or alternative career paths.

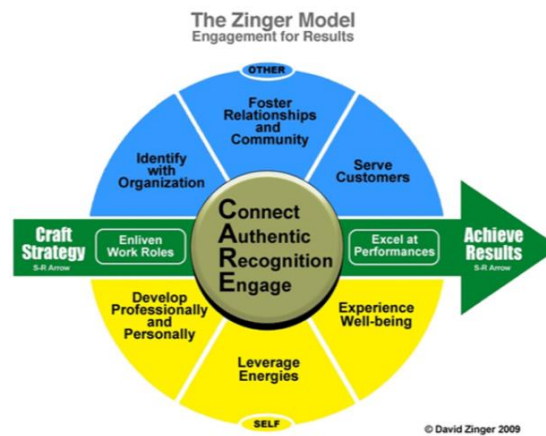
In the other hand (Kumar, 2021) defined talent retention as an organizational strategy that use successful talent management techniques to obtain and retain critical personnel. Maintaining organizational development, raising productivity, and improving job satisfaction all depend on retaining talent. to retain the company's top talent.

2.2. Models of Talent Retention

There are three important models on Talent retention, one of them is A) Zinger Model and the other is B) ERC's Retention Model. C) Integrated System for Retaining Employees. A brief explanation of these models is follows:

- a) Zinger Model: Talent retention is both an art and a science, focused on fostering genuine and meaningful connections between employees and various aspects of the organization—such as strategy, roles, performance, community, relationships, customers, growth opportunities, energy, and well-being. By nurturing these connections, companies can effectively maintain, support, and evolve their workforce to achieve lasting results. (Sultana & Begum, 2013).

Figure 3 : Zinger Model



Source: (Sultana & Begum, 2013)

- b) ERC Retention Model: Motivational leadership plays a crucial role in retaining talent by encouraging leaders to embrace change and welcome innovative ideas. Effective leaders inspire a collective vision for the organization’s future, nurture the growth of their team members, and exemplify behaviors aligned with company values. Organizations must acknowledge and reward quality work, reinforcing positive behaviors through consistent recognition. Celebrating achievements helps boost employees’ self-confidence and fosters a sense of camaraderie and teamwork. (Sultana & Begum, 2013).

Figure 4 : ERC Retention Model



Source: (Sultana & Begum, 2013)

- c) Integrated System for Retaining Employees: The Employee Retention Connection (ERC) enhances organizational culture and strengthens competitive advantage through a five-phase process. It starts by assessing the company’s motivation and retention environment using surveys and focus groups to identify factors that encourage or hinder employee engagement. ERC then focuses on creating highly engaging job roles and work

assignments, while providing supervisors and managers with training in effective motivational leadership techniques. (Sultana & Begum, 2013)

Figure 5 : Integrated System for Retaining Employees



Source: (Sultana & Begum, 2013)

2.3. Factors Influencing Talent Retention

Belowi Designed a concise and structured table summarizing the key factors that influence talent retention based on the provided Researches:

Table 6 : Summary of Talent Retention Factors

Factor	Description
Skills recognition	Acknowledging employees accomplishments increases job satisfaction and prolongs retention.
Learning and working climate	A supportive environment that promotes both work and continuous learning helps retain talented employees.
Job Flexibility	Flexible work arrangements improve work balance and appeal employees of all ages.
Cost Effectiveness	Providing job flexible options reduce costs related to recruitment absenteeism, and turnover.
Training and development	Access to job and career development opportunities improves job satisfaction and retention, and fosters long-term commitment.
Communication	Transparent and effective communication builds trust and strong company culture.
Organizational commitment	Highly committed company leads to highly committed employees that are less likely to leave the company.

Source: Developed by personal efforts according to the literature

2.4. Talent Retention Strategies

The right employee retention strategies can make a world of difference in the way in any organization to grow and scales. I will provide the most existing retention problems and prevent new retention issues from cropping up in the future.

- **Hiring the best talents:** Turnover and low retention often begin with recruitment challenges. Companies that have a strong employer brand attract 50% more qualified candidates, according to LinkedIn. To address this, organizations should explore innovative methods to attract talent, such as talent branding, highlighting the company's culture, benefits, and values in job advertisements, and fostering connections with professional associations and community college career centers. These strategies can help draw top talent and reduce employee turnover over the long term. (Chu, 2025) and also onboarding.
- **Creating an exceptional onboarding experience:** A negative onboarding experience raises the risk of turnover by 69% within the first year, according to 2023 studies. To counter this, companies should implement a well-organized onboarding program that clearly communicates company values, expectations, and growth prospects, while also assigning mentors or dedicated onboarding coordinators to support new employees. (Chu, 2025)
- **Offering Career Growth and Development Opportunities:** Supporting professional development and continues learning is an essential part of employee retention, providing employees with opportunities for career growth plays a crucial role in enhancing their commitment to the organization. When individuals feel that their development is supported through structured learning programs, they are more likely to remain loyal and engaged. As noted by (Pemberton-Jones, 2015) such initiatives not only improve skills but also foster long-term retention by reinforcing the value the organization places on its people.
- **Build a culture employees want to be a part of:** Culture is paramount to attracting and retaining top talent. Employees who feel a strong sense of cultural connectedness to their company are 4x as likely to be engaged at work. And Fostering an organizational culture that resonates with employees is a key factor in encouraging them to stay. According to (Sušanj, 2020), when individuals feel aligned with their company's values and behaviors, their sense of belonging increases, which in turn strengthens their commitment and

reduces the desire to leave. A healthy culture promotes motivation and stability across the workforce.

- **Manage to retain strategy:** this strategy focusses on building a culture of coaching, The best managers act as coaches and focus on helping their people reach their full potential. They are optimistic, assertive, recognize employee value, and provide actionable feedback. (Chu, 2025) Managers who recognize employees consistently help improve employee confidence and engagement.
- **Providing workplace flexibility:** According to (Rodríguez-Sánchez, J.-L., & González, T., Mon, 2020) in their research mentions that Implementing workplace flexibility is an effective talent retention strategy, as it supports talented employee's ability to manage both professional and personal responsibilities. The researchers found that flexible working arrangements such as remote work, adaptable schedules, and smart working policies not only improve employee satisfaction and work-life balance but also reduce stress and turnover rates. These practices signal organizational support and build greater commitment among talented staff.
- **Developing Strong Leadership and Management programs:** Poor management is one of the top reasons that 57% employees quit due to bad managers according to Gallup, Investing in leadership and management development programs is an effective way to improve employee retention. According to (Christenson, 2025) , these programs boost employee morale, job satisfaction, and overall organizational performance. By enhancing job satisfaction and productivity, leadership initiatives help retain talented employees. Ultimately, such programs foster a more engaged and loyal workforce, which supports the long-term success of the organization.
- **Offering meaningful well-being employee benefits:** Offering meaningful well-being benefits is an important strategy to keep employees. (Raj, 2023) highlights those factors like good relationships with supervisors and coworkers, work-life balance, feeling appreciated, mindfulness, and regular stay interviews help improve employee happiness. When companies focus on these well-being aspects, they create a positive work culture that attracts and retains talented staff. Providing such benefits shows that the organization cares about employees' overall health, leading to higher job satisfaction and lower turnover.
- **Recognition and rewards programs:** Recognition and rewards programs play a vital role in keeping talented employees. (Mngomezulu, Challenor, M, & , P, 2015) found that

many employees leave when they feel unrecognized or lack career growth. When organizations acknowledge and appreciate employee efforts, it creates a sense of value and increases job satisfaction. Tailoring recognition to individual preferences can further reduce turnover. Therefore, companies should focus on creating effective recognition and reward systems to retain their best talent. Employees who feel appreciated work harder and stay longer.

2.5. Key employee retention metrics to track

Tracking talent retention strategies is the inverse of measuring turnover, turnover tracks the percentage of employees who leave, retention focuses on **the percentage of employees who stay** over a given period typically calculated on an annual basis. This helps the organizations to track **who stays and who leaves the company**, it's Important for business success. Employee retention is a key indicator of an organization's health and stability, understanding workforce dynamics, improving employee satisfaction, and proactively addressing retention challenges can lead to a more engaged workforce and significant cost savings.

- **Employee Retention Rate Formula:** The employee retention rate is the most straightforward way to measure how well an organization keeps its workforce over time. It is calculated using the formula:

Figure 6 : Calculating Employee Retention Rate formula

$$\text{Retention Rate} = \left(\frac{\text{Total Employees at Start of Period} - \text{Employees Who Left}}{\text{Total Employees at Start of Period}} \right) \times 100$$

Source : <https://www.leapsome.com/blog/employee-retention-metric>

- **Employee Turnover Rate Formula:** Employee turnover is natural for any organization. However, high turnover can be challenging as a company spends time and money finding and training new employees. While low employee turnover is the goal for most organizations, what determines low vs. high turnover is how actual turnover compares to a typical or expected rate, which can change depending on the industry, job type, company size, region, and more, and that rate is very rarely zero. (HR, 2023)

According to (Lewis, 2022) Industries with the highest turnover rates:

- Retail: 60%
- Hospitality: 74%
- Technology: 20-25%\

Table 7 : The difference between Voluntary and Involuntary and Attrition Turnover

Turnover Type	Definition	Causes
Voluntary Turnover	Voluntary turnover is any instance in which an employee actively chooses to leave.	<ul style="list-style-type: none"> ✓ Disengagement ✓ conflicts ✓ better job opportunities ✓ poor employee retention
Involuntary Turnover	Involuntary turnover is when an employer chooses to terminate an employee or remove them permanently from the company.	<ul style="list-style-type: none"> ✓ Weak performance ✓ Toxic behaviors ✓ Company financial issues
Attrition	It refers to instances where an employee leaves a company, whether voluntary or involuntary, and the company makes the strategic decision to not fill the role again.	<ul style="list-style-type: none"> ✓ Cost reduction ✓ Technological replacements ✓ Budget contains ✓ Company priorities changes

Source : Developed by personal efforts based on (Lewis G. , 2022)

By tracking employee retention metrics, business gain valuable insights into workforce into stability, engagement, and overall job satisfaction. In this part we explored the key metrics that the company should implement, mentioning the importance of each matric.

2.6. The Benefits of Talent Retention Strategies for the Company

Investing in Talent retention has far-reaching benefits for both business and talents. A stable workforce fosters stronger company by positive impact on multiple aspects: (Gouldsberry, 2023)

- ✓ Stronger company culture.
- ✓ Higher talent engagement.
- ✓ Retains Institutional Knowledge, by mentoring new hires
- ✓ Reduce recruitment costs and focus on upskilling existing employees.
- ✓ Increased Company revenue

2.7. Relationship between human resource management practices and their challenges on employee retention

Human resources management play a key role in employee retention, (Irshad, M., 2011) Researches find that human resources management practices in compensation and rewards, job security, training and development, A culture of supervisor support, a positive work environment, and organizational justice can help reduce absenteeism, improve employee retention, and enhance work quality. Employee retention involves deliberate efforts by employers to build and maintain a workplace that motivates employees to stay. Effective retention strategies not only help attract the right talent but also provide the necessary support to keep them engaged. This strategic approach often includes fostering employee engagement, ensuring safe and healthy working conditions, and offering flexible work arrangements. Retention practices help create an inclusive and diverse workforce where barriers are reduced and individuals can participate in the workplace. Workplace that demonstrates the value they place in their turn, from worker commitment and productivity. Therefore, retention of key employees is essential for organizational success. (BA, 2017)

Research indicates that, hiring and training a replaced worker for a lost employee costs approximately 50% of the workers annual salary (Johnson J, Griffith RW, & Griffen M, 2000) interestingly, the cost does not end there. Each time an employee leaves a firm, it is assumed that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital contribute to this loss because not only do lose human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets. (BA, 2017).

Chapter conclusion

In conclusion, Chapter One presents the key theories, concepts, and models that support this research. It shows how engagement, commitment, and HR strategies play a major role in attracting and keeping talented employees. The conceptual framework introduced in this chapter will help guide the rest of the study by providing clear tools for analyzing how companies actually apply these ideas in practice. This foundation is essential for understanding the case study and the real-world evaluation of talent retention strategies in the upcoming chapters.

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

Chapter introduction

This chapter, divided into two sections, focuses on presenting the organizational framework of PCH Company in the first section, aiming to give a clear picture of its history, structure, mission, vision, and strategies. Understanding these elements, helps contextualize the study. While the second section of this chapter outlines the qualitative research methodology used, including the tools and techniques for data collection and analysis, to provide a solid basis for the research process.

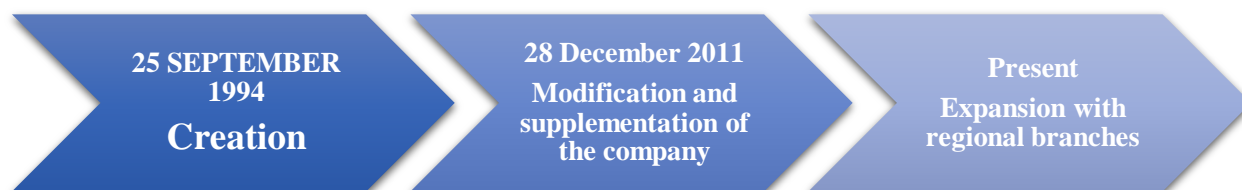
Section 1: Organizational Framework

This chapter divided into two sections. In the first section, we explore the Organizational context and provide general presentation of the host organization, vision, mission and strategies of the central pharmacy of hospitals (PCH), Outlining its structure and role. In the second section, we mentioned the methodological framework, detailing the adopted approach for this study, as well as the methods and tools used for data collection and analysis.

In the context of evaluating the commitment of the central pharmacy of hospitals – Bechar- to talent retention strategies. The structure of the company reflects the distribution of responsibilities, the communication flow, and the positioning of human resources function. This framework provides the foundation for analyzing how HR policies are developed and implemented, particularly these aimed at attracting, engaging, and retaining talent. By exploring internal organization, we can better assess the company's capacity and willingness to invest in its human capital as strategic resource.

1. History of the Company PCH

PCH is a Public Industrial and Commercial Establishment (EPIC), Created by executive decree No.94-295 on September 25,1994. Its organization and operations were modified and supplemented by Executive decree No.11-457 on December 28,2011. The PCH is governed by law No 85-05 of February 16,1985, related to health protection and promotion, and managed by a Board of directors and led by General directorate. Is is Headquartered in oued smar, Algiers, with regional branches in Algiers, Annaba, Oran,Bechar,Biskra. Modernization of process, Ensuring availability of pharmaceutical produits.

Figure 7 : Historical Evolution

Source: Developed by myself based on PCH documents

2. Technical Profile identity of PCH company

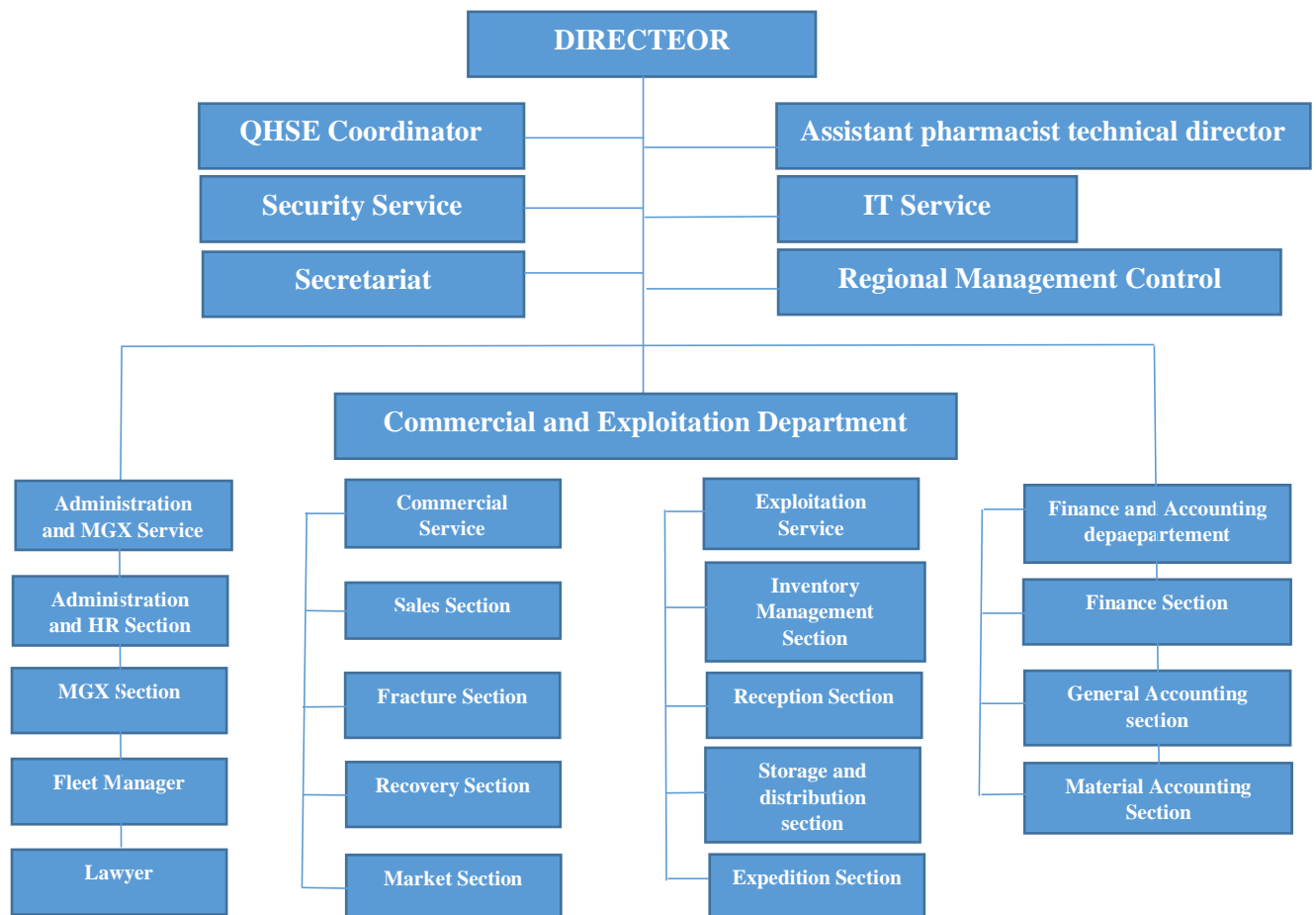
Category	Description
Company Name	Central Pharmacy of Hospitals
Legal Status	Public industrial and Commercial Etablissement (EPIC)
Year of Creation	1994
Governing Laws	Executive Decrees No.94-295 (1994) and No. 11-457 (2011) ;Law No.85-05 (1985).
Regional Branches	Algiers, Oran, Bechar, Annaba, Biskra
Main Activity	Importation, Wholesale distributions, and Supply pharmaceutical products.
Target Clients	Public Hospitals, HealthCare institutions, and government Health programs.
Market Coverage	10 Wilayas in western Algeria.

Source: Developed by personal efforts based on PCH documents

3. PCH Company Structure

To better understand the internal functional hierarchy of the Central pharmacy of hospitals (PCH), it is essential to examine its organizational structure. The figure below presents the structure of the PCH Bechar annex, highlighting the key departments and services that contribute to its daily operations. This structural overview provides valuable insight into the distribution of responsibilities and the interrelation between various units, which is crucial for contextualizing the evaluation and training practices within the company.

Figure 8 : PCH Organizational Structure of bechar Annex



Source: Central Pharmacy of hospitals

4. Mission of PCH

Ensure the continuous procurement, storage, and distribution of essential medicines and medical equipment to healthcare institutions guaranteeing quality and availability and medical efficiency in compliance with national health politics.

5. Vision of PCH

Became a leader in pharmaceutical supply chain management by leveraging modern technology, optimizing logistics, and improving service quality, ensuring sustainable healthcare support across Algeria.

6. Strategies of PCH

- Development of a strategic workforce planning system.
- Reorganization of the HR function.
- Creation of essential competency and training framework.
- Implementation of career management system.

Section 2: Research Methodology

In this section, we will outline the methodological approach adopted in our study, along with the tools and techniques of data collection and analysis to ensure that we affectively achieve the study's interned objective.

1. Presentation of the Used Method (Qualitative)

To effectively explore and address the objectives of this research, we adopted the qualitative approach. As stated by (Eze, 2023) the qualitative research aims to develop a solid understanding of social phenomena in their natural environment, and it relies on the direct experiences of people as a meaning-making agents in their daily lives, focusing on the “why” rather than “what” of social phenomena.

According to (Kohler, 2024) in his study, mentioned that qualitative researchers often explore complex phenomena situated within broader organizational, industrial, or societal contexts, which required considering multiple levels of analysis and theatrical interpretations. We choose this method for the following reasons:

- It enables the collection of rich and detailed data, focusing on nuances rather than fixed methods, revealing a deeper understanding. (Eze, 2023).
- It provides flexibility to explore responses more deeply to capture solid insights, and adapting new findings that rigid quantitative methods cannot provide.

In summary, this qualitative approach will offer valuable insights by assessing the company's commitment to retention strategies and evaluating how effectively they are implemented within the company's specific context.

2. Tools and Methods for Data Collection

In our qualitative research approach, we will rely on the following essential data collection tools:

2.1. Documentation

To provide a solid package of our research, we examined various thesis and scientific articles available at our school (ENSM) and Google Scholar and Research Gate, and on the national online documentation, system (SNDL) and other research websites.

- **Analysis of Internal company documents:** We collected and analyzed internal documents of the company, related to HR practices and politics, and strategies to gain deeper insights into the company's commitment and operational procedures.

2.2. Semi-Structured Interviews

(Ruth Kircher & Lena Zipp, 2022) In their book research methods in language attitudes Defined semi-Structured interview is method that balances structure and flexibility. While it does not strictly follow a pre-set order, it ensures that key topics of interest are covered. The researcher uses a prepared interview protocol to guide the conversation but can also adapt by asking spontaneous questions if needed. Semi structured interviews are particularly beneficial for:

- **Flexibility with structure:** build a balance between structured and unstructured formats, they allow interviewer to follow specific questions while also giving room for spontaneous discussions. This helps uncover deeper insights by adapting to the interviewer responses.
- **Encourage rich and detailed responses:** By creating, an open environment where participants feel more comfortable sharing their thoughts, and this lead to solid detailed answers that can provide valuable qualitative data.
- **Allows exploration to unexpected themes:** the interviewer can ask follow-up questions to clarify or expand on answers, this will provide covering new themes or perspectives that might not have been initially considered.

From other perspective according to the article of (Ruslin, Saepudin Mashuri, Muhammad Sarib Abdul Rasak, Firdiansyah Alhabsyi, & Hijrah Syam, 2022) mentioned two key reasons explain why qualitative researchers often favor semi-structured interviews over unstructured formats. Because they offer a balance between depth and flexibility. In addition, maintain a clear direction, making it easier to adapt questions while staying focused on main research themes.

Semi structured interview method offers a balanced approach, allowing for both consistency and adaptability in data collection. By providing structured framework while enabling deeper exploration of responses, it ensures richer insights into company's commitment to retention strategies. This flexibility can provide solid relevance of findings, making it valuable tool for this research.

2.2.1. Interviewers position and choice justification

The table below outlines the interviews position and the justification of our choice, detailing their professional roles and key aspects of their conducted interviews:

Table 8 : Interviewers choice justification

Interviewee code	Position	Choice justification	Date and Duration
I-1	General Director	To gain strategic leadership prospective, especially he have a solid experience with responsibility positions, in many sectors. This will provide us a good focus on the points of development and the strengths of the company. To offer insights into governance level prioritization of talent retention, including alignment with long-term organizational vision and prioritization for retention programs.	1 hour 23/03/2025
I-2	Human resources manager	To gain a clear idea about the employee lifestyle management, because he have direct oversight of retention mechanisms and this will help us uncover actionable tools such as rewards, career paths and survey gaps.	56 min 18/03/2025
I-3	Commercial department manager	To uncover Link between employee stability, clients trust, and growth revenue.	46 min 18/03/2025
I-4	Management controller	To quantify talent investments like up skilling budget and productivity loss, validating fiscal accountability in talent retention strategies.	50 min 18/03/2025
I-5	Security service manager	To examine protocols ensuring physical/psychological safety, because he have important role ensuring workplace safety and risk management.	44 min 20/03/2025
I-6	Training Coordinator	To discover his role in developing and implementing learning programs makes them a key voice on what truly engages and retains top talent.	30 min 20/03/2025

Source: Developed by personal efforts

2.2.2 Interview Guide Structure

In this study, the interviews were conducted with two categories, and two-speared semi structured interviews with different questions for each category to evaluate the company's commitment effectively and feedback to gain a solid result.

- **The first category:** Company responsible, our purpose is to evaluate the process of HR practices towards the realization of the retentions strategies.
- **The second category:** Top talents, our purpose is explore and evaluate the impact of the company's strategies and program outcomes from the perspective of high performing employees that directly affected by the retention politics. The individuals of this category were selected based on the recommendation of the HR manager, who identified them through internal evaluations and performance metrics. The goal of interviewing this category group is to explore their prospections of the company's retention efforts and asses the real impact of these strategies from the perspective of these directly affected by them.

The table below outlines structure of the interview guide tailored specifically for **the first category (Responsible)**, organized into thematic axes, Objectives, and key indicators.

Table 9 : First Category (Responsibles) Interview Guide Structure

Themes	Objectives	Key indicators
theme 1: Evaluating the company commitment to retention.	To evaluate how the company leaders prioritize employee retention, and ensure it aligns with the organizational goals.	<ul style="list-style-type: none"> • Leadership's role in company commitment to retention. • Absenteeism and work life balance surveys. • Employee branding and attractiveness • Challenges and solutions proposed. • Turnover and low retention Rate formula.
Theme 2: Retention strategies and their impact.	To evaluate the effectiveness of retention initiatives on talent loyalty and performance and satisfaction.	<ul style="list-style-type: none"> • Employee engagement and career development. • Recognitions, Compensation and motivations. • Employees Well-being initiatives. • Digitalization and final reflections.

<p>Theme 3 : Role of Organizational Culture, Recognition & Well-being</p>	<p>To explore how the workplace environment, recognition systems, and well-being policies contribute to employee motivation and long-term engagement.</p>	<ul style="list-style-type: none"> • Employee perceptions of recognition and appreciation • Alignment between personal and organizational values • Initiatives promoting mental health and work-life harmony • Inclusion, support services, and team climate
<p>Theme 4: Monitoring Retention and Strategic Adaptation</p>	<p>To investigate how the company tracks employee departure trends, gathers feedback from exiting staff, and evolves its strategy to reinforce retention efforts.</p>	<ul style="list-style-type: none"> • Use of exit interviews and diagnostic tools • Monitoring key retention performance indicators • Employer branding and communication strategies • Suggestions for improving the retention approach

Source : Developed by personal efforts

- **Second category interviews structure**

For The second category (Top talents) the HR responsible guide us to the high-performing employees critical to the company’s success. Give the company’s streamlined workforce size; we selected two top talents for the interview based on the HR responsible performance evaluation. The table below shows the structure of the second category interview:

Table 10 : Second category (Top talents) interview structure

Theme	Objective	Key indicators
<p>Theme 1: Assessing Organizational Commitment to Talent Retention</p>	<p>Evaluating the company’s commitment from the point of view of the high talented employees. The first questions identify the gaps between leaderships stated priorities and talents prospection. Uncovers "Pull/Push" factors.</p>	<ul style="list-style-type: none"> • Retention-focused initiatives • Employee-Centric Focus • Intentions to leave • Support

<p>Theme 2: Evaluation of Retention Strategies and Their Outcomes</p>	<p>Identify the effectiveness of retention strategies from the point of view of high talented employees. To identify the factors that motivate employees to stay and the alignment of these factors with personal priorities.</p>	<ul style="list-style-type: none"> • Recognitions • Leadership style • Career development opportunities • Motivating factors to stay
<p>Theme 3: Organizational Culture, Well-being & Work-Life Balance</p>	<p>In this Theme we focused on getting actionable insights about career development opportunities, Recognitions and rewards alignment with talent values, and well-being outcomes.</p>	<ul style="list-style-type: none"> • Flexibility and adaptability • Support for personal well-being • Overall satisfaction levels • Work life balance

Source: Developed by personal efforts

2.3. Observation

According to (Ankit Kumar & Astha Sharma, 2023), Observation as systematic recording of observable behaviors. While (Chikowore, 2023) defined the observation as a fundamental qualitative method for collecting first-hand data by directly examining individuals and phenomena in specific context. It uniquely engages the observes five senses to explore the subject matter in its natural setting.

According to the two authors definitions, highlight that observation is a valuable method for data collection, especially in qualitative research. However, they differ slightly in their empathies and depth .and both perspectives agree on the importance of observations as a tool of data collection to reach research goals.

3. Tools and Methods for Data Analysis

In this part, we are presenting the Tools and techniques used to analyze the data collected during the research. It includes the methods applied to interpret qualitative responses and explains how the chosen tools supported the reliability and depth of the analysis.

3.1 Definition of NVIVO program

Nvivo program is a qualitative data analysis (QDA) software program designed to help researchers organize, code, and analyze qualitative data such as interview transcripts, focus group discussions, open-ended survey responses, articles, and other text-based data. The software allows for thematic analysis by enabling the user to assign codes (or “nodes”) to segments of text, organize codes hierarchically, and explore patterns, relationships, and themes in the data. (Zha, 2022). While (Allsop, 2022) defined NVivo as a software tool designed to support qualitative and mixed-methods research. It allows researchers to collect, organize, and analyze non-numerical data such as interview transcripts, open-ended survey responses, articles, and more. By using NVivo, researchers can code data, identify themes and patterns, and manage complex information efficiently. It helps improve the rigor and transparency of qualitative research by offering systematic ways to explore large amounts of text.

To support the analysis of non-numerical data, this study relies on NVivo, a qualitative data analysis software. Sure! Here's a shorter version, researchers often use software tools such as NVivo that helps researchers organize, code, and analyze qualitative data like interviews and open-ended surveys. It supports thematic analysis and helps identify patterns and themes, making qualitative research more structured and reliable.

3.1.1. The lexical approach

The lexical approach is a language teaching methodology that emphasizes the importance of vocabulary and word combinations as the core elements of language. Unlike traditional structural approaches that prioritize grammar, the Lexical Approach posits that vocabulary holds greater creative potential and promotes fluency through the use of multi-word "chunks" or phrases. This perspective is supported by advances in corpus linguistics, which provide access to authentic language data, helping learners understand how words function in real contexts. (Lewis M. , 1999)

3.1.2. The linguistic approach

This approach focuses on the structure and use of language. It analyzes how words and expressions are organized, including grammar, and semantics. The goal is to understand the meaning based on how the language is used in context. (Fallery, 2007).

3.1.3. Cognitive maps

The cognitive approach creates a mind map that shows the link between the variables, tries to understand how individuals think, reason, and mentally organize information. It builds conceptual maps or models to show how people connect ideas or interpret their experiences. (Fallery, 2007)

3.1.4. The thematic approach

This method widely used in qualitative research to find patterns and central themes in interviews or documents. This help identify and categorize major topics or ideas that come up repeatedly in a text, highlighting repeated mentions. (Fallery, 2007).

➤ Steps and Approaches of NVivo Data Analysis

1. Data Preparation: Interview transcripts were carefully written and formatted.
2. Import into NVivo: All transcripts were uploaded to NVivo software.
3. Coding: We created thematic “nodes” based on the key interview themes.
4. Analysis: We applied three qualitative approaches:
 - Lexical approach: Identified frequently used words and key vocabulary (word clouds).
 - Linguistic approach: Analyzed the structure and meaning of expressions used.
 - Thematic approach: Grouped answers by recurring themes to identify patterns.
5. Coverage Percentage: NVivo calculated how much each theme was covered in the interviews.
6. Visualization: We generated visual figures and charts to clearly present the findings.

Chapter conclusion

This chapter provided a comprehensive overview of the organizational framework of the central pharmacy of hospitals-Bechar, highlighting its internal structure and the key departments involved in human resources management. Understanding this framework was essential to contextualize the company's approach to talent retention and to identify the roles and responsibilities influencing HR practices.

The chapter outlined the qualitative methodology adopted for this study, which relied on semi-directive interviews that conducted with two main categories of interviewers: responsables and top performing employees. This approach allowed for a solid exploration of the company's strategies, programs, and the perceived effectiveness of talent retention efforts. The combination of structural analysis and field investigation offers a solid foundation for the interpretation of results presented in the following chapter.

CHAPTER III: RESULTS AND DISCUSSION

Chapter introduction

This chapter presents the results of the study based on the analysis performed with NVivo, including lexical, linguistic, and thematic approaches applied to the two interview guides sparsely with company responsables and Top talents. It then moves to a discussion of these results, highlighting the relationships between different dimensions, gaps between managerial perceptions and talent expectations, and the impact of talent retention strategies on company objectives. Finally, it compares findings with the literature and outlines key strengths and areas for improvement and the added value of this research.

Section 1: Results of the Study

In this section, we will analyze the two interview guides of each category, we present the findings derived from our qualitative study, conducted through semi-structured interviews. These results offer an in-depth understanding of the human resources strategies and practices implemented at PCH, which will be analyzed according to the Nvivo program, we focus on three approaches. And in each approach, we will present the outcomes of the two categories in a time.

1. Analysis Result Presentation

The interviews with the selected participants were conducted at the offices of PCH company of Bechar, where we were able to initiate discussions on the company's commitment to the strategies of talent retention management.

1.1 Profiles table for the first and second category interviewers

The table below provides summary of the interviewed participants profiles characteristics during the study, it includes their roles within the organization, departmental affiliation, years of professional experience, level of responsibilities and educational background. This diversity of profiles provides a comprehensive understanding of the company's practices and prospections related to talent retention.

IFC : characteristics of First Category - Responsibles

ISC : characteristics of Second Category – Top Talents

Table 11 : Profiles Table information

Category	Interviewee code	Gender	Years of experience
First category interviews - Responsibles	IFC-1	Male	25 years
	IFC-2	Male	20 years
	IFC-3	Male	14 years
Second category interviews - Top talents	ISC-1	Male	9 years
	ISC-2	Male	8 years
	ISC-3	Male	6 years

Source: Developed by personal efforts

➤ **Interview of First Category – Responsibles (IFC)**

This category includes three male participants who occupy managerial or decision-making roles within the company. Their profiles are as follows:

- IFC-1: Male, with 25 years of professional experience. The Director.
- IFC-2: Male, with 20 years of experience. The HR manager.
- IFC-3: Male, with 14 years of experience. Commercial department manager

All respondents in this category have extensive career backgrounds, reflecting long-term involvement in corporate operations, HR management, or strategic leadership. Their perspectives are informed by their senior positions and depth of experience.

➤ **Interview of Second Category – Top talents (ISC)**

This category includes three male employees that are top talented according to the HR manager identified as top talents within the organization. Their experience levels are comparatively shorter but still substantial:

- ISC-1: Male, with 9 years of professional experience. Management controller.
- ISC-2: Male, with 8 years of experience. Security service manager.
- ISC-3: Male, with 6 years of experience. Training coordinator.

The participants in this category represent individuals at advanced career stages who are considered valuable assets by the company. Their responses offer insights into how talent retention strategies are perceived from within the employee base.

CHAPTER III: RESULTS AND DISCUSSION

related to HR practices and talent retention efforts. The term “turnover” was also present (14 times), indicating the acknowledgment of challenges in retaining talents.

The frequency of words shows that the respondents focused on vocabulary directly aligned with the objectives of the study, covering nearly all key dimensions related to talent retention strategies such as company commitment, employee development, strategic measures, career opportunities, and turnover rates. The table below shows from Nvivo shows the most selected similar words.

Table 12 : Words frequencies of the first category interviews

N	Word	Length	Count	Weighted Percentage (%)	Similar Words
01	talents	7	90	5.09	talent, talented, talentes, talents
02	company	7	75	4.24	Company
03	retention	9	46	2.60	Retention
04	development	11	53	2.26	develop, developed, developement, development, getting, growth, modern, modernizing, prepare, training
05	strategies	10	31	1.75	strategies, strategy
06	employees	9	28	1.58	employee, employees, employees'
07	measure	7	30	1.46	amount, assess, evaluate, evaluation, measure, measurement, measures, standardized, standards, valuing
08	career	6	22	1.25	Career
09	opportunities	13	18	1.02	opportunities, opportunity
10	programs	8	18	1.02	platform, platforms, program, programs, schedules
11	improve	7	20	0.96	additionally, advancement, better, improve, improvement
12	management	10	16	0.91	director, directors, management, manager, managers, managing
13	support	7	17	0.91	encourage, support, supported, supports
14	provide	7	20	0.86	allows, leaving, offered, offering, offers, provide, provides
15	turnover	8	14	0.79	Turnover

Source : Developed by personal efforts depending on NVIVO software outputs

CHAPTER III: RESULTS AND DISCUSSION

Words like “support, “initiatives,” and “opportunities” suggest a broader focus on professional growth and workplace satisfaction. Overall, the language used by respondents closely aligns with the core themes of the study, offering valuable insights of the top talents.

Table 13 : Words frequencies of the second category interviews

N	Mot	Longueur	Nombre	Pourcentage pondéré (%)	Mots similaires
01	company	7	62	4.65	companies, company
02	promotion	9	31	2.10	encourage, encouragement, encourages, forward, promote, promoted, promotion, promotions, public
03	Salary	6	22	1.65	compensation, salaries, salary
04	recognition	11	21	1.46	acknowledgment, credit, recognition, recognitions
05	Talents	7	19	1.43	talent, talented, talents
06	Training	8	24	1.31	develop, developed, developement, development, direct, direction, trained, training
07	Security	8	15	1.09	depends, ensure, secure, security, strong
08	Support	7	17	1.05	encourage, encouragement, encourages, support, supported, supportive
09	motivations	11	14	1.01	motivates, motivation, motivations, needed
10	initiatives	11	14	0.98	initiative, initiatives, innovation, innovative, institutions
11	important	9	13	0.94	crucial, important, significant, significantly
12	improved	8	13	0.93	additionally, better, improve, improved, improvement
13	opportunities	13	12	0.90	chance, chances, opportunities, opportunity
14	Stability	9	12	0.90	stability, stable
15	programs	8	12	0.86	planning, program, programs, schedule

Source: Developed by personal efforts depending on NVIVO software outputs

1.3 The linguistic approach

1.3.1 First category interview (Responsibles)

The table below displays the Pearson correlation coefficients measuring the similarity among the three responsables. The strongest correlation is observed between Responsible 01 (Directeur) and Responsible 02 (HR Manager), with a coefficient of 0.81, indicating a high degree of similarity in their vocabulary. Responsible 03 (Commercial Manager) shows a lower correlation with both Responsible 01 (0.53) and Responsible 02 (0.49), reflecting less similarity in lexical usage compared to the other two.

Table 14 : Correlation coefficient of the person - the first category interviews

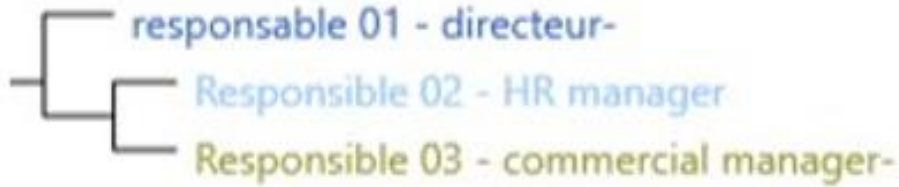
Source A	Source B	Correlation coefficient of person
Éléments internes\\Responsible 03 - commercial manager-	Éléments internes\\Responsible 02 - HR manager	0.827982
Éléments internes\\Responsible 02 - HR manager	Éléments internes\\responsable 01 - directeur-	0.793502
Éléments internes\\Responsible 03 - commercial manager-	Éléments internes\\responsable 01 - directeur-	0.787739

Source : NVIVO software outputs

To support Pearson correlation matrix ,this visual clustering presented below was generated to quantify the lexical relationships between participants. This approach involves looking beyond the words themselves to understand the ideas behind them. The diagram bellow shows how the interview participants were grouped according to the similarity of the words they used. It reveals that “Responsible 01 - director” and “Responsible 02 - HR manager” had more in common in terms of vocabulary, while “Responsible 03 - commercial manager” stood out with slightly different word choices. This grouping offers a clear visual of how closely aligned the participants were in the way they expressed their ideas.

Figure 11 : Similarity Mapping – First category interviews

Sources regroupées par similarité de mot



Source: NVIVO software outputs

1.3.2 Second category interview (Top talents)

Table 15 : Correlation coefficient of the person - The second category interviews

Source A	Source B	Correlation coefficient of person
Éléments internes\\talent 02	Éléments internes\\talent 01	0.746483
Éléments internes\\talent 03	Éléments internes\\talent 02	0.646765
Éléments internes\\talent 03	Éléments internes\\talent 01	0.643636

Source: NVIVO software outputs

The table displays the Pearson correlation coefficients among the talent participants. The highest correlation is observed between Talent 01 and Talent 02 (0.84), indicating strong lexical alignment. Talent 03 shows lower correlation values with both Talent 01 (0.57) and Talent 02 (0.61), reflecting a more distinct vocabulary in their responses.

Figure 12 : Similarity Mapping-Second category interview

Sources regroupées par similarité de mot



Source: NVIVO software outputs

This figure presents the grouping of the interviewees from the talent category based on the words similarity. The diagram shows that Talent 01 and Talent 02 share the highest degree of similarity in their vocabulary, forming a closely related pair. Talent 03 is grouped more distantly, indicating some divergence in word usage compared to the other two.

1.4 The thematic approach analysis

1.4.1 First category - Responsibles

Table 16 presents the NVivo coverage percentages for the four main themes identified in the interviews with the company responsables. These percentages reflect the proportion of each interview that was coded under the following themes:

- Theme 1: Evaluation of the Company's Commitment to Talent Retention (Figure 15)
- Theme 2: Retention Strategies and Their Impact (Figure 16)
- Theme 3: Organizational Culture, Motivation & Well-being Strategies (Figure 17)
- Theme 4: Talent Retention Monitoring & Strategic Outlook (Figure 18)

For Responsible 01 we observe 14.70% of the content was coded under Theme 1 while 7.75% under Theme 2 and 7.46% under Theme 3, and 11.81% under Theme 4.

Responsible 02 showed 15.11% in Theme 1 while 9.63% in Theme 2 and 6.87% in Theme 3, and 12.00% in Theme 4.

Responsible 03 had lower coverage, with 9.15% in Theme 1 while 4.52% in Theme 2 and 2.47% in Theme 3, and 6.78% in Theme 4.

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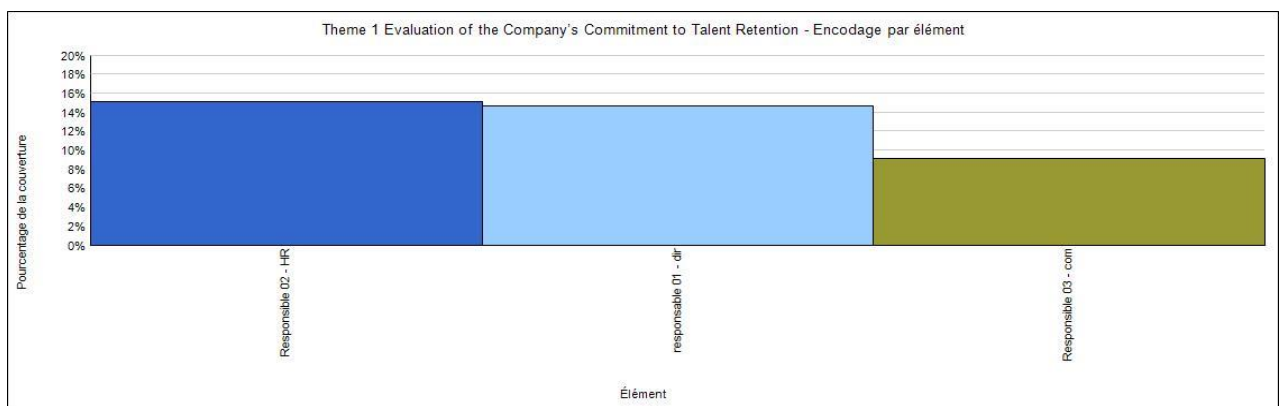
This table provides a structured overview of how each participant’s responses were distributed across the four key themes, allowing for a quantitative representation of the focus areas addressed during the interviews.

Table 16 : NVivo Coverage Percentage by Theme -Responsibles Interviews

Participant	Theme 1: (%)	Theme 2: (%)	Theme 3: (%)	Theme 4: (%)
Responsible 01	[14.70] %	[7.75] %	[7.46] %	[11.81] %
Responsible 02	[15.11] %	[9.63] %	[6.87] %	[12.00] %
Responsible 03	[9.15] %	[4.52] %	[2.47] %	[6.78] %

Source:Developed by personal efforts depending on NVIVO software outputs

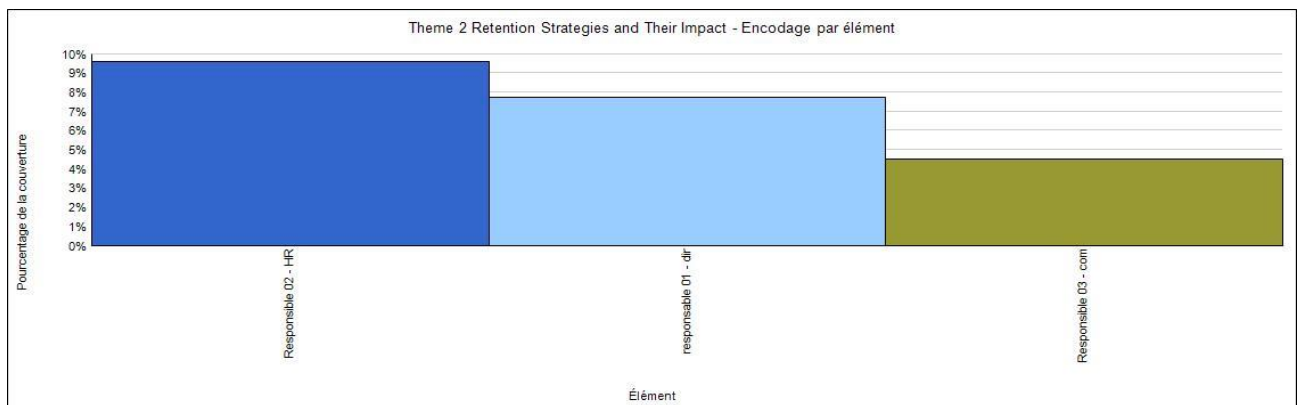
Figure 13 : The coverage percentage of theme one



Source: NVIVO software outputs

This figure shows that Theme One has a high percentage of coverage, meaning the interviewees talked a lot about how committed the company is to keeping its talented employees. This indicates that company commitment is a key topic in their responses.

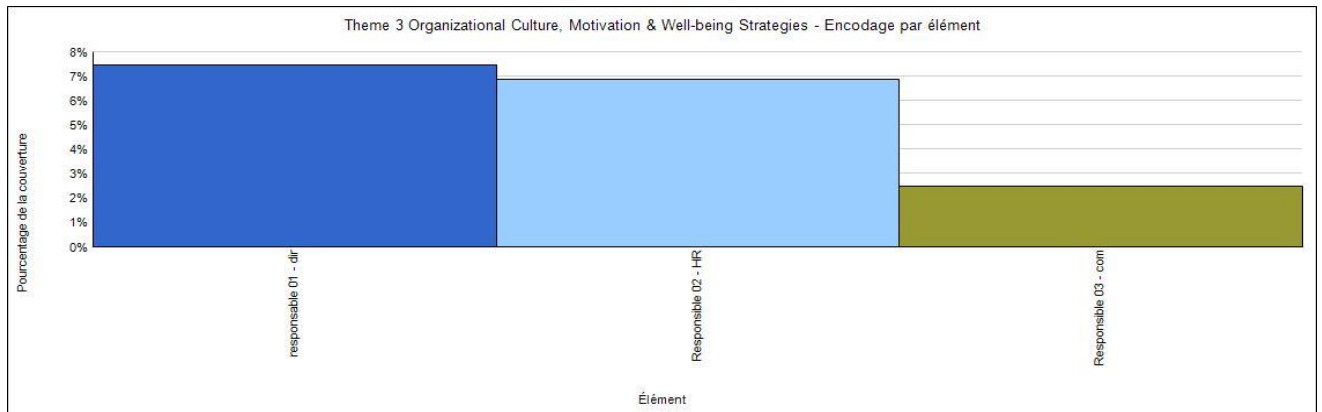
Figure 14 : The coverage percentage of theme two



Source: NVIVO software outputs

Theme Two also shows strong coverage, which suggests that interviewees discussed specific actions and strategies the company uses to retain employees, such as career development, recognition, and engagement.

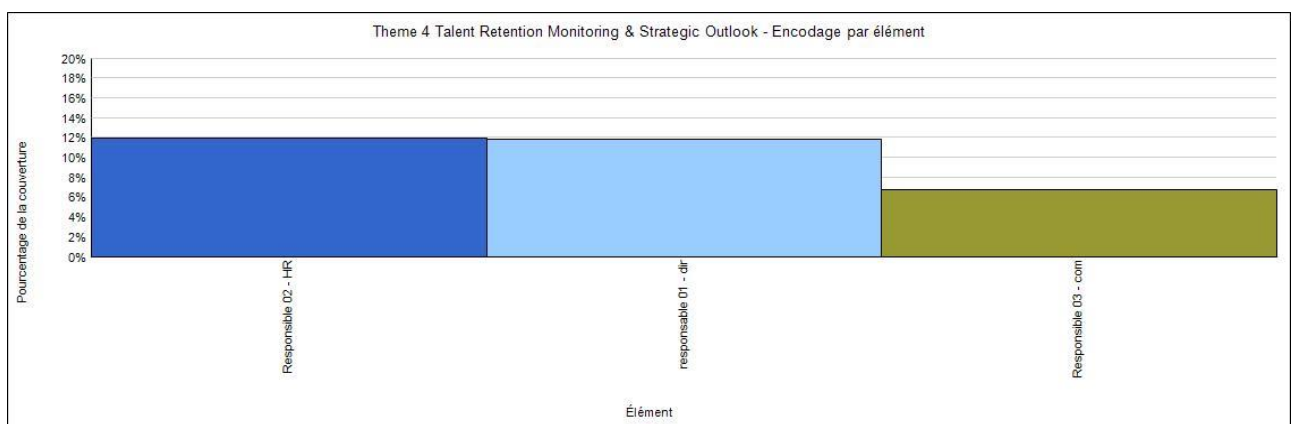
Figure 15 : The coverage percentage of theme three



Source: NVIVO software outputs

Theme Three has moderate coverage, showing that cultural aspects and well-being initiatives are mentioned, but not as much as the first two themes. This may mean that while the topic is relevant, it is less emphasized by the respondents.

Figure 16 : The coverage percentage of theme four



Source: NVIVO software outputs

Theme Four shows the lowest percentage, which means that monitoring retention, collecting feedback, and adjusting strategies are less talked about. This might indicate a gap or area the company could improve in.

1.4.2 Second category - Talents

The Table below summarizes the NVivo coverage percentages for the three main themes identified in the interviews with the talent participants. These percentages represent the proportion of each interview that was coded under the following themes:

- Theme 1: evaluating company commitment to retention (Figure 19)
- Theme 2: retention strategies and their impact (Figure 20)
- Theme 3: Organizational Culture, Motivation & Well-being Strategies (Figure 21)

For Talent 01 we observe 20.97% of the content was related to Theme 1, while 18.47% to Theme 2, and 13.72% to Theme 3.

Talent 02 showed 17.44% coverage under Theme 1 and 20.86% under Theme 2, and 9.75% under Theme 3.

Talent 03 presented 17.77% in Theme 1, while 20.73% in Theme 2, and 11.15% in Theme 3.

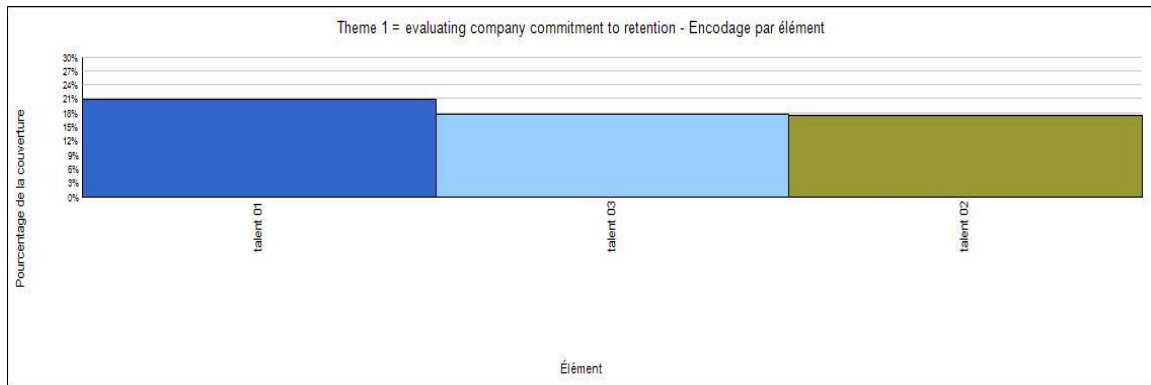
This table provides a consolidated view of how each theme was represented in the discourse of the three participants, helping to quantify the distribution of responses across the thematic structure of the study.

Table 17 : NVivo Coverage Percentage by Theme -Talent Interviews

Participant	Theme 1: (%)	Theme 2: (%)	Theme 3: (%)
Talent 01	[20.97] %	[18.47] %	[13.72] %
Talent 02	[17.44] %	[20.86] %	[9.75] %
Talent 03	[17.77] %	[20.73] %	[11.15] %

Source: Developed by personal efforts depending on NVIVO software outputs

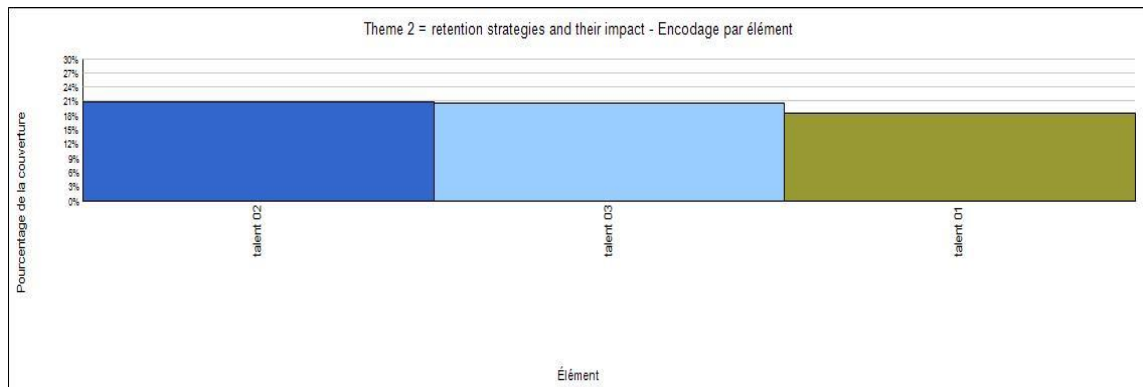
Figure 17 : The coverage percentage of theme one



Source: NVIVO software outputs

This figure shows that Theme One has strong coverage, meaning top talents clearly expressed their views on the company’s commitment to keeping them. It suggests that they are aware of the efforts made but may also highlight some gaps between what is promised and what is felt.

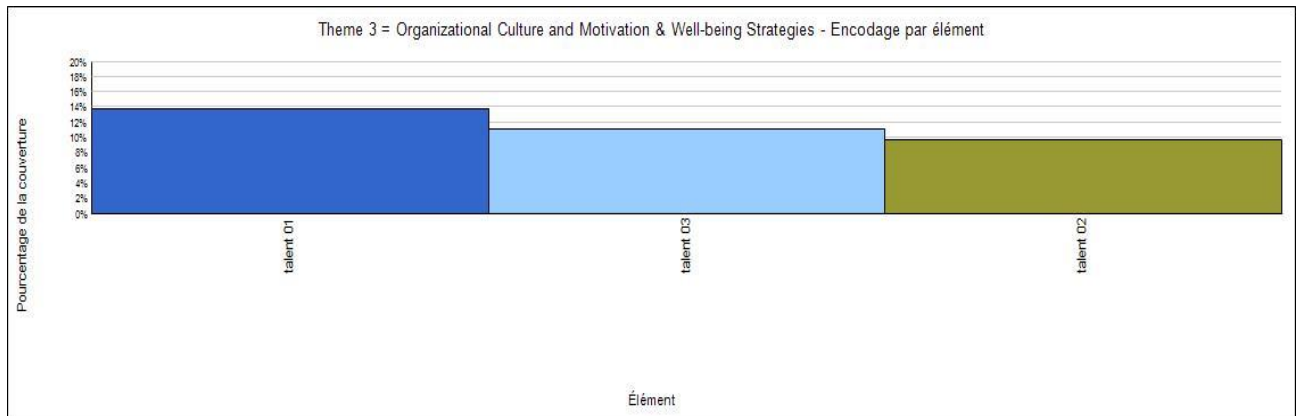
Figure 18 : The coverage percentage of theme two



Source: NVIVO software outputs

Theme Two shows the highest or nearly highest coverage, indicating that top talents focused a lot on how retention strategies affect them personally, such as opportunities for career growth, recognition, and leadership style. It reflects their priorities and what really matters to them in staying with the company.

Figure 19 : The coverage percentage of theme three



Source: NVIVO software outputs

This theme has moderate coverage, suggesting that while culture and well-being are important, they are not the main focus for top talents compared to direct career-related benefits. Still, it shows that they value a healthy work environment and balance.

To conclude this section has provided a structured Nvivo program analysis presentations of the two categories of interview guides, these aimed at identified top talents. The analysis realized using Nvivo program, presenting three complementary approaches were applied to extract meaningful insights from the data. These combined approaches offered both surface-level and deep-level perspectives on how the company and its talents perceive commitment and retention practices. The results obtained from the basis for the upcoming discussion, where the findings will be interpreted in light of the conceptual framework and the strategic objectives of this research.

Section 2: Results Discussion and recommendations

After presenting and analyzing the key findings in the previous section, this last section aims to engage in a deeper discussion of the results in related to the research objectives and theatrical framework.

1. Presentation of Key dimensions of the study variables

To ensure structured and meaningful discussion, it was essential for us to identify and organize the main dimensions linked to each of the two core variables: Company commitment and Talent retention strategies. The following table presents the consolidated dimensions used in this research. It provides a comprehensive and practical framework for understanding how the company demonstrate commitment and Implement retention strategies in a modern, evaluating context.

Table 18 : Variables dimensions tables

Variable	Dimensions	Related to theme description
Variable 1 Company commitment	1.Leadership engagement	This dimension reflects how actively and visibly the company managers lead and support talent retention, a good leadership signals to a strong organizational commitment.
	2.Communication practices and HR strategy transparency	Reflects how transparent and inclusive the company is about its efforts, policies and expectations.
	3.Monitoring and evaluation of retention strategies	This dimension measures how structured and intentional the company is in managing retention.
	4.Turnover engagement and data	Focuses on companys reaction when turnover risks are identified, to understand the reasons why talents leave or want to can help assess how the company is committed.

	5.Motivation and alignment with personal values	Measure how well the company connects work with what truly matters to top talented employees.
Variable 2 Talent retention strategies	1. Career development opportunities	This dimension reflects how companies invest in long-term talent potential to grow with the company.
	2.Recognition and reward systems	Evaluates recognition contributes to top talented employees sense of purpose and belonging.
	3.Well-being and work-life balance initiatives	Flexibility and protecting Top talented employees from burnout.
	4.Strategic Creativity and digitalization Role	To measure how digital tools can Improve company commitment and retention in a practical and measurable way.
	5.Strategic alignment between HR and retention goals	This dimension measures if retention is a central HR Objective integrated in all practices or just a side task.

Source: Developed by personal efforts

To build a deep and coherent research finding, we've structured a table to align the key themes from the interview guide with the relevant dimensions that evaluate the company's commitment to talent retention strategies. Each theme is tied to specific dimensions that reflect both organizational practices and employee experiences. For instance, leadership involvement and HR strategy transparency support Theme 1 by evaluating how visible the company is in driving retention efforts. Themes 2 and 3 focus on aspects like career development, recognition, and employee well-being, which are vital for understanding talent needs. Theme 4, aimed at company leaders, highlights strategic oversight by examining monitoring practices and digital innovation. This structure helps provide a comprehensive exploration of both perception and strategy, enhancing the overall depth and clarity of the research findings.

Table 19 : Key Dimensions by Theme for Evaluation

Theme	Target Group	Related Dimensions
Theme 1: Evaluation of the Company's Commitment to Talent Retention	Responsibles & Talents	<ul style="list-style-type: none"> • Leadership engagement • Communication practices and HR strategy transparency • Turnover engagement and data
Theme 2: Retention Strategies and Their Impact	Responsibles & Talents	<ul style="list-style-type: none"> • Monitoring and evaluation of retention strategies • Career development opportunities • Strategic creativity and digitalization role
Theme 3: Organizational Culture, Motivation & Well-being Strategies	Responsibles & Talents	<ul style="list-style-type: none"> • Motivation and alignment with personal values • Recognition and reward systems • Well-being and work-life balance initiatives
Theme 4: Talent Retention Monitoring & Strategic Outlook (specific)	Only Responsibles	<ul style="list-style-type: none"> • Strategic alignment between HR and retention goals • Monitoring and evaluation of retention strategies • Measurement and strategies development initiatives

Source: Developed by personal efforts

1.1 Interactions Between Each Dimension

In fact, each of these dimensions complements the other, ultimately leading to a clear interaction between the dimensions of Company Commitment and Talent Retention Strategies demonstrates a strong and positive relationship that supports the goal of keeping top talents within the company. For example, leadership engagement directly influences the effectiveness of recognition and reward systems. When leaders are actively involved in talent

CHAPTER III: RESULTS AND DISCUSSION

management, their recognition becomes more meaningful, which increases motivation and the feeling of value among top talents.

In addition, transparent communication and HR strategy clarity improve the success of well-being and work-life balance initiatives. When top talents are well informed about company policies, support programs, and expectations, they are more likely to trust the company and feel supported in their roles.

The monitoring and evaluation of retention strategies also play an important role in improving career development opportunities. A structured evaluation helps the company identify gaps and adjust development programs based on the needs and goals of its top talents. Similarly, analyzing turnover intentions and company reactions helps guide better strategic alignment between HR and operational goals. Understanding why top talents consider leaving allows the company to take proactive steps and align retention actions with real needs.

Moreover, aligning motivation and personal values with company strategies boosts the impact of creativity and digitalization tools. When digital solutions are built around what matters most to top talents, they are more likely to engage with them. This makes the retention strategy not only more innovative, but also more personalized and effective.

We focus on identifying these connections between dimensions helps us to build a complete and reliable analysis of the company's commitment to talent retention. It highlights the importance of using a multidimensional approach and offers valuable insights for HR managers to design more effective and engaging strategies for retaining top talents in PCH Company.

The analysis presented below is based on the results of the NVivo matrix coding, which I used to systematically organize and structure the responses collected from participants around key themes. I Organized Each theme into specific dimensions to allow for a detailed and evidence-based analytical discussion. This approach helped me ensure a solid and nuanced interpretation of the qualitative data, aligning the insights with both theoretical frameworks and practical implications. Here's how the findings unfolded:

Table 20 : Synthesis Table of Company Responsibles Perspective evaluation (First Category)

Theme	Dimension	Company Responsibles Perspective
Theme 1: Evaluation of the Company's Commitment to Talent Retention	Leadership engagement	Company responsibles are aware of the importance of retention and often engage in feedback and evaluation sessions, but approaches vary by individual.
	Communication practices and HR strategy transparency	There is a general effort to communicate through meetings and surveys, but transparency is informal and varies.
	Turnover engagement and data	Turnover is tracked using dashboards and HR tools; absenteeism is considered a key signal.
Theme 2: Retention Strategies and Their Impact	Monitoring and evaluation of retention strategies	Evaluation exists through feedback, absenteeism tracking, and surveys, but is reactive and not standardized.
	Career development opportunities	Career growth is a central strategy, offered through training, promotions, and participation in projects.
	Strategic creativity and digitalization role	There is a need to use more effective digital tools in HR, traditional practices dominate especially for the evaluation methods used by the company and limited creative initiatives.
Theme 3: Organizational Culture,	Motivation and alignment with personal values	Motivation is fostered through responsibility and promotion, but not aligned with personalized values.

Theme	Dimension	Company Responsibles Perspective
Motivation & Well-being Strategies		
	Recognition and reward systems	Recognition is informal, focused on financial incentives and advancement opportunities for top talents.
	Well-being and work-life balance initiatives	Some flexibility exists for top talents; mental health is addressed through external partnerships.
Theme 4: Talent Retention Monitoring & Strategic Outlook	Strategic alignment between HR and retention goals	Managers understand the importance of aligning roles with employee profiles but lack strategic tools.
	Monitoring and evaluation of retention strategies	Managers interview departing talents, especially top performers, to understand their reasons.
	Measurement and strategies development initiatives	There are few branding or structured employer identity initiatives. HR systems are outdated.

Source: Developed by personal efforts based on the results of the first category guide matrix

Theme 1 discussion: Evaluation of the Company’s Commitment to Talent Retention

To discuss the themes results according to all interviewed responsables, for the first theme The Company shows a general awareness of the importance of employee retention, reflected through the use of dashboards to track indicators like turnover, absenteeism, and talent stability. Leadership commitment is evident in efforts such as open communication, performance monitoring, and development opportunities. However, there is a need to develop more standardized retention strategies across the company, often depending on individual management styles. Challenges include resistance to change, skills gaps, and the absence of advanced digital tools for tracking and analyzing HR performance. While there

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is a willingness to retain talent, the company need to focus more on strategic and technological approach.

Theme 2 discussion: Retention Strategies and Their Impact

Retention strategies currently revolve around salary satisfaction, career development, and training opportunities, with additional support such as bonuses and healthcare partnerships. All participants agree that bad hiring decisions negatively affect retention, creating a poor work atmosphere and increased turnover. The company offers tailored training programs and career paths, especially for high performers and top talents, which positively impacts talent motivation and long-term retention. These programs are mostly effective and structured, depending on end-of-year planning or managerial discretion.

Theme 3 discussion: Organizational Culture, Motivation & Well-being Strategies

Recognition systems for employees focus on career advancement opportunities and financial incentives for top talents. Although this positively supports motivation, there is no formal performance feedback system in place. Well-being efforts are primarily based on competitive salaries and collaborations with hospitality services for mental health. The company occasionally offers flexible work arrangements because of the juridique form, but these are informal and not systematically applied. leaving room for a positive and stable organizational culture.

Theme 4 discussion: Talent Retention Monitoring & Strategic Outlook

When a top talent expresses the intention to leave, managers try to understand and address the reasons through individual interviews. Exit interviews are used selectively for top talents, but the findings are not systematized. There a need for more employee branding efforts, with no presence on digital platforms like Glassdoor or LinkedIn. Suggestions from managers emphasize the need to modernize HR evaluation tools, The most effective retention factors identified are job-person fit, development opportunities, and a respectful work environment.

Following the analysis of the responsables perspectives, attention now shifts to the insights shared by top talents within the company. Their views offer a complementary and at times contrasting look at how engagement, retention strategies, and organizational culture are experienced on the ground. Using the NVivo matrix, responses we coded and analyzed by

theme and dimension, allowing for a structured and deep understanding of their expectations, motivations, and perceived gaps. The key findings are summarized below:

Table 21 : Synthesis Table of Top talents Perspective evaluation (Second Category)

Theme	Dimension	Company Top Talents Perspective
1. Evaluation of the Company's Commitment to Talent Retention	Leadership engagement	Company supports retention but lacks proactive leadership and strategic vision
	Communication practices and HR strategy transparency	HR practices exist but are not well communicated or modernized
	Turnover engagement and data	Talents stay due to job stability and early promotions
2. Retention Strategies and Their Impact	Monitoring and evaluation of retention strategies	Promotions and career growth are automatic and predictable
	Carrer development opportunities	Trainings provided and some promotions based on performance
	Strategic creativity and digitalization role	Creativity exists individually but not institutionally supported
3. Organizational Culture, Motivation & Well-being	Motivation and alignment with values	Respectful and team-based culture helps retain talents
	Recognition and reward systems	Recognition mostly verbal and generalized
	Well-being and work-life balance	Work pressure and fixed hours affect well-being

Source: Developed by personal efforts based on the results of the first category guide matrix

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Theme 1 discussion: Evaluation of the Company's Commitment to Talent Retention

From the perspective of top talents, leadership engagement in retention appears present but mostly reactive. Company managers respond to fundamental needs such as job stability and safety, which affect the retention with a positive way, there is a noticeable absence of a long-term, personalized retention vision. Communication around HR strategies transparency and this can it difficult for talents to connect with or benefit from existing initiatives. Feedback mechanisms are either informal or inconsistently applied. While some talents have considered leaving often due to limited recognition or innovation, many stay for the security, stable good income, and early-stage growth opportunities the company offers.

Theme 2: Retention Strategies and Their Impact

Retention practices are largely driven by seniority-based promotions and automatic processes according to the law, while appreciated for their structure, are viewed by top talents as insufficiently personalized. They express a desire for more transparent, merit-based systems that offer meaningful development. Though training and internal mobility opportunities are available, they are often generic and not tailored to individual career paths. Talents seek more hands-on mentoring, customized feedback, and role-specific growth trajectories.

Theme 3: Organizational Culture, Motivation & Well-being Strategies

Top talents describe the organizational culture as respectful and generally aligned with their personal values, contributing positively to their motivation. However, disparities in recognition and workload distribution tend to erode this motivation over time. Recognition systems are perceived as too collective, often overlooking individual efforts and contributions. In terms of well-being, while the company has partnerships with healthcare providers, it lacks structured initiatives for mental health and does not offer flexible work arrangements. The rigidity of fixed schedules contributes to pressure and affects work-life balance, suggesting the need for a more holistic and individualized approach to employee well-being.

During our semi-structured interviews with the company responsible and high talents, one particular point sparked my curiosity, which is the geographical location of the company, situated in bechar a desertique region. This unique environmental context led me to reflect on how such an insulated and potentially challenging setting might influence employee

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experience, motivation, and ultimately, talent retention. According to this research evaluation objective, we found it crucial to explore whether the geographic and climatic constraints play a role in shaping the work environment and influencing employees long term engagement. This perspective allows for more comprehensive analysis of both internal strategies and external factors that may affect retention.

Both the responsible managers and employees agree that the geographical location significantly affects the company, particularly for employees from the Sahara region. The distance to training centers and schools in the north, along with climate conditions and local business advantages, pose challenges for Sahara-based companies employees.

Building on the insights presented from both responsables and top talents, now we can make a solid comparative analysis reveals a common recognition of the importance of talent retention, yet distinct differences in how it is perceived and experienced across these two groups. Responsibles demonstrate an overall awareness of retention challenges and implement initiatives such as feedback sessions, absenteeism monitoring, and internal promotions. However, these actions often lack consistency and are shaped by individual managerial styles, with limited integration of modern HR tools or a unified strategic direction. Their focus tends to lean toward structured career development, while also acknowledging the growing need for digitalization and more creative, adaptive approaches.

On the other hand, top talents value the company's job security, early growth opportunities, and respectful work environment but express frustration with the lack of proactive leadership, transparent communication, and tailored development paths. Whereas responsables see retention mechanisms as functional and present, top talents perceive them as overly rigid, reactive, and insufficiently personalized especially regarding recognition and work-life balance.

Despite these contrasts, both groups converge on several key priorities: modernizing HR processes, improving internal communication, and strengthening employer branding. Foundational efforts such as career advancement, healthcare support, and cultural respect are appreciated. However, meeting the expectations of high-potential employees will require a shift toward a more strategic, personalized, and innovation-oriented retention model that aligns daily practices with a clear long-term vision and people-centered values.

On the positive side, the company has laid a solid foundation for talent retention by demonstrating a clear awareness of the importance of engaging and supporting top talents.

Efforts such as offering early promotions, structured training programs, and maintaining a respectful, team-oriented culture have contributed to a generally stable and motivated workforce. The use of performance dashboards, feedback sessions, and external partnerships for well-being also reflects a willingness to improve and adapt. These existing practices show that the company values its top talents and is taking meaningful steps to retain them. With these strengths already in place, the company is well-positioned to evolve further by building on its current achievements and gradually integrating more strategic, personalized, and innovation-driven approaches that align with both its goals and the expectations of its top-performing professionals.

In this research, observation was used as a key method to assess the company's commitment to career development strategies. The observation involves systemically analyzing behaviors in a natural setting. To gain deeper insights, we observed the process of two days training session attended by all company responsables, allowing me to analyze their engagement and future company strategies planification, interactions and alignment of training with the company's talent retention efforts. This approach provided direct understanding of how HR politics and carrer development initiatives are implemented in the practice of the company.

1.2. Identifying the gaps between Managerial perceptions and talent expectations from the two interview guides

The comparison between managerial perceptions and talent expectations reveals a mix of alignment and notable gaps in the company's talent retention approach. On one hand, there is alignment in foundational areas, both managers and talents agree on the importance of salary stability, career development opportunities, and a respectful work environment. Managers emphasize offering training, promotion paths, and job security elements that talents confirm have contributed to their decision to stay. However, several gaps emerge in the depth and personalization of these strategies. First, while managers highlight informal feedback and career advancement as recognition tools, talents perceive the recognition system as generic and often unfair, particularly in team settings where individual efforts go unnoticed. Second, despite claims of encouraging innovation, talents feel creativity is tolerated but not actively promoted or institutionally rewarded, indicating a lack of systemic support. Third, managers reference occasional flexibility and well-being partnerships, yet talents report rigid schedules, high stress, and insufficient mental health support, exposing a gap in work-life balance efforts. Finally, the lack of structured communication and digital

feedback mechanisms. These gaps suggest that while the company has built a solid base for retention, it must move beyond one-size-fits-all strategies and develop personalized, transparent, and proactive systems to meet the evolving expectations of its top talents.

Despite these differences, it is encouraging to note several positive common points: both parties value career growth, recognize the impact of a respectful organizational culture, and understand the importance of job-person fit. This shared ground offers a strong starting point for the company to build a more strategic and inclusive retention model that reflects the mutual aspirations of its management and its top talents, which can be effective on the long-term.

1.3. Evaluation of the Influence of Talent Retention strategies on Achieving PCH Company Objectives

To assess the influence of talent retention strategies on achieving PCH company objectives, the case of PCH reveals a moderate but meaningful impact. Key practices such as salary stability, structured promotions, and training have supported workforce stability and operational continuity, especially in the challenging Saharan context. These efforts align with objectives related to productivity, safety, and long-term growth.

However, the limited personalization of recognition systems and weak feedback mechanisms reduce the full strategic value of these initiatives. Without stronger motivation and well-being strategies, the company risks disengagement from its top talents undermining innovation and long-term performance. Strengthening the alignment between HR practices and talent expectations is essential. Encouragingly, both managers and top talents emphasize the importance of development and a respectful work culture, signaling a foundation on which to build a more impactful, performance-driven retention strategy, this can lead effectively to achieve the company's objectives.

1.4. Connecting theoretical insights of the literature revue with our results framework

Connecting the theoretical insights of the literature review with our findings reveals both alignment and areas for improvement in PCH's talent retention strategy. The foundational theory of organizational commitment by (Meyer & Allen, N. J. , 1991) aligns with the observed importance of salary stability, career development, and a respectful work environment factors that both managers and top talents value. Similarly, studies by (Alias, Othman, R, Koe, W, & Ridzuan, A. R, 2017) and highlight the importance of strategic HR

practices like recognition, management support, and growth opportunities, which are present in PCH's current practices but lack depth and personalization.

However, gaps identified in the field such as the lack of formal recognition systems, weak feedback mechanisms, and limited flexibility mirror concerns raised by (Ochuko, Mary Amor & Olumola, Falilat Becky, November, 2020) and (Ongori, 2007) regarding the impact of poor engagement practices on turnover. While managers mention efforts to support innovation and well-being, top talents report limited institutional support, aligning with (Clarke, 2001) and (Bley, 20 Nov 2024), who emphasize the need for adaptive, employee-centered models and digital HR tools. Furthermore, the evolving concept of engagement discussed by (Mariano, June 2022) and (Harini, Kartini, T, & Aulia, 2024) highlights the importance of emotional connection, fairness, and autonomy elements that talents at PCH find lacking.

Overall, the comparison shows that while PCH has built a solid foundation, it must move toward a more strategic and personalized retention model to fully align with both theoretical recommendations and top talents' expectations, ensuring long-term engagement and organizational success.

Employee retention is an ongoing effort that requires a multi-faceted approach. Companies that invest in employee well-being, engagement, and professional growth are more likely to retain top talent. By implementing these strategies, organizations can significantly reduce turnover and enhance productivity and loyalty to build a strong workplace culture.

1.5. Keys Strength Results

- the company places strong emphasis on salary and financial incentives to motivate and retain its top talents and skilled employees
- Offering leadership opportunities for top talents and hard workers is one of the positive strategies that increase retention
- Existing career development programs and early promotions that foster motivation and loyalty.
- Leadership's visible commitment and the respect-based culture are fundamental to talent retention.
- Partnerships for mental health demonstrate a concern for Top talented employees well-being.

- The company provides a stable work environment that effectively meets the needs of top talents

1.6. Recommendations and Added Value

Our Added Value related to the research of (Mariano, June 2022) , that explored the evolving concept of employee engagement, emphasizing its dynamic, social nature and the critical role of digitalization and real-time tools in enhancing engagement and talent retention. While Mariano provided a comprehensive theoretical framework on how digital tools can improve employee involvement, our study builds on this by applying these insights empirically within the unique context of PCH, a public company facing geographic and resource challenges. We identified a significant gap in the actual use of digital personalized evaluation systems at PCH and proposed concrete, tailored recommendations to implement these tools effectively. Moreover, our research extends Mariano’s work by linking digital engagement strategies to institutional knowledge transfer through the creation of a National Office of Competence, thereby fostering mentorship and continuity. This practical, context-specific contribution highlights how digital tools and strategic HR initiatives can directly improve personalized recognition, motivation, and retention in real-world settings, making our added value both relevant and actionable.

The researcher Mariano provided the evolving theory and importance of digital engagement tools, while our study demonstrated the real-world gaps and offered tailored, practical solutions to implement these tools effectively in a specific company context.

- **Establishing a National Office of Competence**

To strengthen knowledge transfer and enhance talent retention, we propose the creation of a National Office of Competence. This can allow seasoned experts particularly those nearing the end of their professional careers to continue contributing by serving as mentors to the emerging generation of professionals. Their accumulated experience would also be invaluable in providing situational judgment and strategic guidance across various departments, based on their domain-specific knowledge.

This initiative would not only preserve institutional expertise but also foster a culture of learning and continuity. It stands as a highly effective retention strategy, offering meaningful

post-retirement engagement for senior employees **while supporting the development of younger talent.**

- **Implementation of Real-Time and digital Personalized Evaluation Systems**

After evaluating the situation from both theoretical and practical perspectives, we believe that in today's fast-moving digital world, it's time to adopt interactive digital evaluation systems. These smart tools can deliver individualized performance dashboards and tailored development plans for each top talent.

They also support personalized recognition, helping employees feel seen and valued in the group, boosting both satisfaction and engagement. We suggest this as part of a smart system strategy to drive continuous growth and strengthen retention.

- **Exit Interviews Conduction To practice a solid feedback culture**

While PCH currently conducts exit interviews to understand why employees leave and explore possible retention measures, this practice stops short of capturing deeper feedback. We recommend formalizing exit interviews as a strategic off boarding tool, as a departing strategy we suggest that the company need to take the advantage of the off boarding from the strategic side ,by conducting formal exit interviews as well ,that will systematically uncover cultural or managerial issues, environmental deficiencies enabling refinement of recruitment and integration processes. This strategy can provide transparent insights and feedback to detect the gaps that need improvement in the company.

- **Employer Branding and platforms presence**

Establish a strong presence on platforms like LinkedIn and Glassdoor to highlight PCH's career opportunities and public-sector advantages, to modernize recruitment, engagement, and retention processes.

- **Retention Rates and Absenteeism Measurements**

To Strength the talent retention efforts, PCH needs to consistently follow key measures and formulates to capture the effectiveness. Regular monitoring of turnover and absenteeism data is essential to gauge workforce stability and proactively identify retention risks.

2. Limitations of the Study

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This study faced certain limitations specific to the context of PCH Béchar. First, access to some crucial internal documents was restricted due to confidentiality, which limited the availability of detailed information on certain HR practices.

Second, the small size and high workload of the PCH made it difficult to engage fully with the team.

Chapter Conclusion

In conclusion, this chapter provided a detailed presentation and discussion of the study's findings. It revealed important insights into the dynamics between managers and talents, evaluated the effectiveness of retention strategies, and identified both strengths and gaps. These results contribute to understanding how to better align talent management with organizational goals.

GENERAL CONCLUSION

GENERAL CONCLUSION

This research aimed to assess the degree of PCH Company's commitment to talent retention strategies and examine how these practices align with the actual expectations of its top talents. By employing a qualitative approach based on semi-structured interviews with both company managers and high-performing employees, the study provided a multi-perspective evaluation of strengths, gaps, and areas of potential improvement.

After evaluating the feedback from both managers and top talents and mapping our findings against the company's retention strategies, the results reveal that PCH has established a solid foundation in meeting its talents core needs. The emphasis on job stability through reliable public-sector employment, competitive salary structures, and clearly defined career development pathways aligns directly with what talents value most. This alignment demonstrates that PCH's commitment to stability, fair compensation, and ongoing training provides a solid foundation for retaining its top performers.

A particularly inspiring insight from this research is the clear and powerful link between company engagement and talent retention. When a talent feel genuinely valued, recognized, and connected to the organization's mission and culture, their loyalty and motivation significantly increase. Engagement acts as a catalyst that transforms retention strategies from policies into meaningful experiences, creating a workplace where top talents are inspired to contribute their best and envision a long-term future. This connection highlights that talent retention is not simply about systems or incentives but about fostering authentic relationships and emotional investment.

The findings also highlight that PCH demonstrates a genuine awareness of the critical role of talent retention in sustaining organizational performance. The company has established foundational retention mechanisms, such as structured career development programs, early promotions, and financial incentives, which contribute to workforce stability and motivation. Leadership engagement and a respectful organizational culture also emerged as positive factors fostering employee loyalty.

However, the study identified significant gaps between managerial perceptions and employee realities, particularly in areas such as personalized recognition, transparent communication, and proactive leadership in retention efforts. The geographic and environmental context of Bechar further compounds these challenges, affecting access to resources and employee satisfaction. Resistance to change within the management team, alongside limited digitalization in the HR Evaluation processes, that need to be more

GENERAL CONCLUSION

personalized and interactive, also constrains the full realization of a strategic retention vision.

Despite these challenges, the research underscores a promising pathway forward. By embracing more personalized, data-driven, and digitally enabled retention strategies, PCH can better meet the evolving needs of its top talents and enhance its competitive edge. Recommendations such as establishing a National Office of Competence to harness expert mentorship, implementing real-time evaluation systems, formalizing exit interview processes, and strengthening employer branding provide actionable steps to build a more adaptive and engaging talent ecosystem.

Ultimately, this study confirms the critical investigation that a company's strong commitment to talent management significantly enhances retention outcomes. It also emphasizes the importance of aligning strategic intent with employee expectations to foster lasting engagement. For PCH, success lies not only in maintaining existing strengths but in cultivating a culture of continuous innovation, open communication, and people-centered leadership especially within its unique regional context.

Our added value lies in building upon (Mariano, June 2022) theoretical insights on employee engagement and digitalization by examine them empirically within the unique context of PCH, a public company facing geographic and resource challenges. We identified gaps in the use of digital personalized evaluation systems and proposed tailored, practical solutions for their effective implementation. Furthermore, we extended Mariano's work by linking digital engagement to knowledge transfer through the creation of a National Office of Competence, fostering mentorship and continuity. This context-specific contribution demonstrates how strategic digital tools and HR initiatives can enhance personalized recognition, motivation, and retention in real-world settings.

This research contributes valuable insights to both academic literature and practical HR management, offering a model for other organizations facing similar retention challenges. It encourages ongoing reflection and adaptation in talent management practices to ensure that companies can not only retain but also inspire their most valuable asset: their talents.

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ANNEXES

ANNEXE A – INTERVIEW GUIDE

First Category Interview Guide For (Responsibles) Of PCH Company

21. Introduction

My name is BESSAIH wissal, i am a second-year Masters student « **Human resources management** » at the National Higher school of Management ENSM –Kolea-

21. Research Topic

My research focuces on evaluating the company’s commitment to talent retention management at the Central Pharmacy of Hospitals (PCH).

21. Objectives of the First category interview

I would like to conduct this interview as part of my final research project, with the goal of:

- ✓ Assessing the company’s commitment to talent retention management.
- ✓ Contributing to the improvement of existing practices to reduce turnover and enhance talent retention and engagement strategies.
- ✓ Gathering insights on current strategies, challenges faced, and potential improvements within the pharmaceutical industry (PCH).

I sincerely appreciate your time and willingness to participate in this interview! Thank you.

4 First category (Responsibles) Interview Details

Interlocutor :	BESSAIH wissal
Interviewe	...
Date	...
Place	...
Duration	...

Theme 1 Evaluation of the Company's Commitment to Talent Retention

1. How does the company define and prioritize employee retention in its HR strategy?

2. How does the company measure the success of these retention strategies?

3. How do company leaders demonstrate their commitment to employee retention?

4. What are the biggest challenges your company faces in retaining employees?

5. How does the company measure voluntary turnover, and how is this data used?

6. Do you track absenteeism rates as an indicator of work stress? How is this data used?

Theme 2 Retention Strategies and Their Impact

7. What are the key strategies currently in place to retain employees?

8. In your perspective, do bad hiring decisions impact employee retention and increase turnover? If so, how?

9. Does the company offer career growth opportunities? If so, which ones?

10. What training and development programs are available for employees, and how do they impact retention?

Theme 3 Organizational Culture, Motivation & Well-being Strategies

11. How does the company recognize and reward employees for their contributions?

12. How do employees perceive the company's efforts in recognizing their work?

13. What initiatives does the company have to support employee well-being?

14. How does the company promote work-life balance?

Theme 4 Talent Retention Monitoring & Strategic Outlook

15. How does the company respond when employees express an intention to leave?

16. Do you conduct exit interviews or surveys? How are the results used?

17. What efforts are made to improve employer branding?

18. If you could improve one thing about the company's talent retention strategy, what would it be?

19. In your experience, what is the most effective factor in retaining employees long-term?

5 Objectives of the Second category interview

The objective of this interview is to explore the effectiveness and real-life impact of the company's retention strategies from the perspective of the directly targeted high talents. The objective is to evaluate the following practices:

- ✓ Evaluate the impact of the HR practices of HR programs on talents loyalty and satisfaction
- ✓ Collect the feedback on what motivates these talents to stay or consider leaving
- ✓ Assess the effectiveness of communication, support, and development opportunities

Table : Second Category interview Guide (Top Talents)

Theme 1 = evaluating company commitment to talent retention
1. Do you think the company is making a real effort to keep its best employees
2. Can you name any specific actions or programs the company uses to retain talents
3. Have you ever thought about leaving the company.if yes what made you stay ?
4. Do you believe that the company encourages the creativity and personal initiatives ?
Theme 2 = retention strategies and their impact
5. What are the motivations for you to stay in the company ? (salary, career op,good env)
6. Which of these reasons is most important to you ?
7. Do you think the company helps you grow professionally ?
8. Did you have chances to get promoted,mentored,or trained here ?
9. do you think that the promotion process is fair and clear to you ?
10. Do you feel that your work is recongnized and appreciated?
11. What type of recognitions matters to you (moneny,feedback,awards)?
12. Do you think the recognition is fair enough in the company ?

Theme 3: Organizational Culture, Motivation & Well-being Strategies

13. Are you satisfied with your work life balance ?

14. Does the company offer flexible work options (like remote work or flexibile hours)?

15. How does the company support your well bieng ?

16. WHAT COULD BE IMPROVED ?

ANNEXE B – NVIVO OUTCOMES

Responsibles similar words table

Mot	Longueur	Nombre	Pourcentage pondéré (%)	Mots similaires
Talents	7	90	5.09	talent, talented, talentes, talents
Company	7	75	4.24	company
Retention	9	46	2.60	retention
Development	11	53	2.26	develop, developed, developement, development, getting, growth, modern, modernizing, prepare, training
Strategies	10	31	1.75	strategies, strategy
Employees	9	28	1.58	employee, employees, employees'
Measure	7	30	1.46	amount, assess, evaluate, evaluation, measure, measurement, measures, standardized, standards, valuing
Career	6	22	1.25	career
Opportunities	13	18	1.02	opportunities, opportunity
Programs	8	18	1.02	platform, platforms, program, programs, schedules
Improve	7	20	0.96	additionally, advancement, better, improve, improvement
Management	10	16	0.91	director, directors, management, manager, managers, managing
Support	7	17	0.91	encourage, support, supported, supports
Provide	7	20	0.86	allows, leaving, offered, offering, offers, provide, provides
Turnover	8	14	0.79	turnover
Retaining	9	14	0.76	continuous, retain, retaining
Feedback	8	13	0.74	feedback
Impact	6	14	0.74	affect, impact, impacts
Reason	6	16	0.70	reason, reasons, thinking, understand
Personalized	12	12	0.68	individual, individuals, person, personal, personalized, someone
Commitment	10	14	0.67	commitment, dedication, giving, loyalty, practice, practices
Approach	8	14	0.62	access, advancement, approach, approaches, nearing
Depending	9	11	0.59	depend, depending, depends, honest
Surveys	7	11	0.58	follow, reviews, surveys
Challenges	10	10	0.57	challenge, challenges, challenging, competition, competitive
Productivity	12	10	0.57	productive, productively, productivity
Salary	6	10	0.57	salaries, salary
Voluntary	9	10	0.57	voluntary
Experience	10	11	0.55	experience, experienced, getting, receive
Promote	7	13	0.51	advancement, encourage, promote, promotes, promoting, promotions, public
Efforts	7	9	0.51	effort, efforts
Formal	6	9	0.51	formal, formalized, official
Effective	9	13	0.49	effective, effectively, establishing, issues, outcomes, result, results
Hiring	6	13	0.48	employer, employes, employment, engagement, hiring
Conduct	7	9	0.47	conduct, conducted, conducting, leading
Environment	11	8	0.45	environment
Interviews	10	8	0.45	interview, interviews
Motivation	10	9	0.45	incentives, motivation, motivations, needed

Initiatives	11	9	0.43	initiatives, starts
Communication	13	9	0.42	communication, communications, national
Growth	6	15	0.42	emergencies, growth, increase
Intention	9	8	0.42	designed, intention, intentions
Recognize	9	8	0.42	acknowledges, recognize, recognizes, recognizing
Process	7	14	0.38	advancement, operational, process, progress, working
Training	8	14	0.38	conditions, prepare, training
Define	6	8	0.38	define, defines, defining, limiting, limits
Results	7	11	0.37	attendance, leading, leaving, outcomes, result, results, solution
Specific	8	7	0.37	particularly, specific
Creating	8	8	0.36	creates, creating, making
Systems	7	7	0.36	organization, system, systems
Performance	11	7	0.35	operational, performance, performers
Factor	6	6	0.34	factor, factors
Health	6	6	0.34	health, wellness
Mental	6	6	0.34	mental, outlook
Monitoring	10	6	0.34	monitor, monitoring, reminders
Offers	6	10	0.34	offered, offering, offers, proposed
Resistance	10	6	0.34	resistance
Understand	10	12	0.34	agreement, clearly, perceive, understand
Contributions	13	8	0.33	contributing, contributions, giving, leading, partly
Express	7	7	0.32	express, formula, limiting, limits
Skills	6	7	0.32	expert, practice, practices, skills
Demonstrate	11	7	0.31	demonstrate, establishing, present
Stress	6	7	0.31	focused, focuses, focusing, stress
Indicator	9	6	0.30	designed, indicator, indicators
Currently	9	6	0.30	currently, present
Department	10	8	0.30	department, leaving, partly, starts
Biggest	7	5	0.28	biggest
Collaboration	13	5	0.28	collaboration, collaborations, partners
Conflicts	9	7	0.28	conflicts, difference, engagement
Decisions	9	5	0.28	decision, decisions
Hospital	8	5	0.28	hospital, hospitality, hospitals
Satisfaction	12	5	0.28	satisfaction
Success	7	5	0.28	success
Perspective	11	8	0.26	perspective, positions, positive, positively
Working	7	9	0.26	influence, making, operational, working, workplace
Balance	7	5	0.25	balance, equality
Employer	8	11	0.25	employer, employes, employment, engagement, working
Branding	8	6	0.25	branding, making
Recognition	11	5	0.25	acknowledges, recognition, recognitions
Absenteeism	11	4	0.23	absenteeism
Change	6	4	0.23	change
Competence	10	4	0.23	competence, competences, competencies
Digital	7	4	0.23	digital
Dissatisfaction	15	4	0.23	dissatisfaction
Especially	10	5	0.23	especially, particularly, special
General	7	4	0.23	general, generally

However	7	4	0.23	however
Leaders	7	4	0.23	leaders
Mainly	6	4	0.23	mainly, primarily
Mechanisms	10	4	0.23	automated, mechanisms
Negative	8	4	0.23	negative, negatively
Office	6	8	0.23	office, partly, positions, positive, positively
Organizational	14	4	0.23	organizational
Prioritize	10	4	0.23	prioritize, prioritizing
Priority	8	4	0.23	priority
Related	7	4	0.23	concern, related, relatively
Reward	6	4	0.23	reward, rewards
Strategic	9	4	0.23	strategic
Structured	10	4	0.23	structure, structured, structures
Various	7	5	0.23	respected, various

Talents similar words table

Mot	Longueur	Nombre	Pourcentage pondéré (%)	Mots similaires
Company	7	62	4.65	companies, company
Promotion	9	31	2.10	encourage, encouragement, encouragements, forward, promote, promoted, promotion, promotions, public
Salary	6	22	1.65	compensation, salaries, salary
Recognition	11	21	1.46	acknowledgment, credit, recognition, recognitions
Talents	7	19	1.43	talent, talented, talents
Personal	8	20	1.35	individual, person, personal, personalization, personalize, personalized, personally, someone
Training	8	24	1.31	develop, developed, developement, development, direct, direction, trained, training
Security	8	15	1.09	depends, ensure, secure, security, strong
Support	7	17	1.05	encourage, encouragement, encouragements, support, supported, supportive
Motivations	11	14	1.01	motivates, motivation, motivations, needed
Initiatives	11	14	0.98	initiative, initiatives, innovation, innovative, institutions
Important	9	13	0.94	crucial, important, significant, significantly
Improved	8	13	0.93	additionally, better, improve, improved, improvement
Opportunities	13	12	0.90	chance, chances, opportunities, opportunity
Stability	9	12	0.90	stability, stable
Programs	8	12	0.86	planning, program, programs, schedule
Process	7	15	0.84	actions, operate, process, working
Employees	9	11	0.83	employee, employees
Environment	11	11	0.83	environment
Effort	6	12	0.80	causing, effort, efforts, trying
Retain	6	10	0.75	maintain, retain, retaining
Appreciated	11	11	0.73	appreciate, appreciated, valued
Offers	6	13	0.71	offered, offering, offers, propose, provid, provide, provided, provides
Career	6	9	0.68	career
Flexible	8	9	0.68	flexibility, flexible, flexibly
Strategies	10	9	0.68	strategies, strategy
Development	11	17	0.64	develop, developed, developement, development, growth, modern
Management	10	10	0.64	direct, direction, handle, management, manager, managers
Position	8	9	0.64	advantages, aligned, alignment, aligns, officer, position, positive
Believe	7	9	0.63	believe, consider, considered, thinking
Factor	6	8	0.60	factor, factors
Responsibilities	16	8	0.60	duties, reactive, responsibilities, responsible
Retention	9	8	0.60	retention
Reasons	7	9	0.58	causing, reasons, somewhat, thinking
Making	6	9	0.55	causing, creates, making, working
Creativity	10	7	0.53	creative, creativity
Generally	9	7	0.53	general, generally, mostly

Leaving	7	10	0.53	department, leaving, provid, provide, provided, provides
Satisfied	9	8	0.51	comfort, meetings, satisfied
Commitment	10	7	0.49	commitment, commitments, practices
Evaluating	10	8	0.46	assessment, evaluating, evaluation, judged, valued
Benefits	8	6	0.45	benefiting, benefits
Contribute	10	6	0.45	contribute, contributes, contributions, shared
Especially	10	6	0.45	especially
Feedback	8	6	0.45	feedback
Financial	9	6	0.45	financial
Seniority	9	6	0.45	seniority
Stress	6	7	0.44	emphasis, focuses, stress, stressful, trying
Respectful	10	8	0.43	credit, respected, respectful, several, valued
System	6	6	0.41	system, systematic, systems
Thought	7	6	0.40	reflect, reflects, thinking, thought
Annual	6	5	0.38	annual
Awards	6	5	0.38	awards
Balance	7	5	0.38	balance
However	7	5	0.38	however
Options	7	5	0.38	options
Recognized	10	6	0.34	acknowledgment, knowing, recognized
Automatic	9	4	0.30	automatic
Challenging	11	4	0.30	challenging, competitive
Competencies	12	4	0.30	competencies, competency, competent
Culture	7	4	0.30	culture
Currently	9	4	0.30	current, currently
Demotivate	10	4	0.30	demotivate, demotivating
Effectively	11	4	0.30	effectively, efficiency, outcomes
Matters	7	4	0.30	matters, things
Mentored	8	4	0.30	mentored, mentoring
Occasional	10	4	0.30	occasional, periods
Potential	9	4	0.30	potential, potentially
Remote	6	4	0.30	remote
Sometimes	9	4	0.30	sometimes
Though	6	4	0.30	though
Worker	6	4	0.30	worker, workers
Health	6	4	0.25	health, wellness
Colleagues	10	3	0.23	colleagues
Enough	6	3	0.23	enough
Formal	6	3	0.23	formal, formally, validation
Growth	6	6	0.23	growth, increases
Impact	6	3	0.23	impact
Mainly	6	3	0.23	mainly, primarily
Organizational	14	3	0.23	organizational
Overall	7	3	0.23	overall
Professional	12	3	0.23	professional, professionally
Really	6	3	0.23	really
Recongized	11	3	0.23	recongized
Remained	8	3	0.23	remained, remains, staying
Satisfaction	12	3	0.23	satisfaction

Sector	6	3	0.23	sector
Specific	8	3	0.23	specific
Structure	9	3	0.23	structure, structured
Usually	7	3	0.23	common, usually
Verbal	6	3	0.23	verbal
Access	6	4	0.21	access, additionally, approach, available
Advantages	10	4	0.21	advantages, reward, rewards, wellness
Concerns	8	4	0.20	concerns, interests, related, relatively
Actions	7	5	0.19	actions, actively
Available	9	3	0.19	available, service, services
Individual	10	5	0.19	individual, several
Meetings	8	3	0.18	meetings, received, receives
Always	6	2	0.15	always
Atmosphere	10	2	0.15	atmosphere

Responsibles Nvivo results



Talented employees interview matrix

	A : talent 01	B : talent 02	C : talent 03
1 : Theme 1 = evaluating company commitment to retention	<p>Yes, the company is making an effort to retain its best talents though there are several areas that need improvement</p> <p>the company offers job stability and competitive salaries</p> <p>but Efforts like recognition and career development could be more proactive and better tailored to individual employees needs.</p> <p>The company uses notation systems, and training programs that align with our talent needs.</p> <p>despite my background in biology, the company has offered training over the years that enabled me to grow into my current role.</p> <p>Sometimes, even though I've spent 9 years at PCH, which is my first job</p>	<p>Yes, compared to other companies, PCH meets all my needs perfectly</p> <p>The company's strong focus on safety creates a positive and secure working environment</p> <p>the overall emphasis on safety and security is a key factor that helps retain talents in the company.</p> <p>Yes, the company provides many training prgrsams for carrer development and a good salary</p> <p>Not really, I believe PCH is one of the best companies in Béchar</p> <p>The company offers training programs that help us grow and develop, which is a significant factor in my decision to stay</p>	<p>The company does make efforts to retain talents through stable salaries, job security, and a respectful work environment</p> <p>Most initiatives are reactive rather than proactive</p> <p>lack digital tools or personalized follow ups that could help retain high-potential employees more effectively.</p> <p>The main actions are related to offering financial stability, some internal promotions based on seniority, and occasional support like health advantages through partner hospitals.</p> <p>rarely especially if there's more intresting opportunities</p> <p>due to the limits of innovation in HR practices</p> <p>What made me stay is the job stability, the benefits linked to the public sector</p>

	<p>due to the financial benefits and rapid career development I experienced early on.</p> <p>the limited job opportunities in the Saharan environment tis is the choince</p> <p>The stability and growth I've had in this company, combined with the financial security, have been key factors in my decision to stay.</p> <p>Yes, the company encourages personal initiatives</p> <p>I developed digital solutions that improved efficiency an the company is using it now and that motivates me</p> <p>but my smart system idea wasn't recognized due to the company's hesitance to take risks</p> <p>I belive it depends on te type of the work .</p>	<p>The opportunity to improve professionally and the stability provided by the company</p> <p>Yes it depends on the initiative .</p> <p>we always need the approval of the general direction which takes time.</p>	<p>the team environment, is generally supportive.</p> <p>yes the compaby encourage the creativity and personal initiatives but mostly at the individual level</p> <p>it's usually appreciated, but there's no real system or culture in place to actively promote o r reward creativity</p> <p>which can limit motivation over time.</p>
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<p>2 : Theme 2 = retention strategies and their impact</p>	<p>career development opportunities and a position that aligns with my interests are the most important motivations</p> <p>It makes me feel that this is the right place for me as a talented employee</p> <p>The most important reasons for me are salary, career growth opportunities</p> <p>yes,I received quick promotions early on but I believe my salary should better reflect my responsibilities and the work I do</p> <p>Yes, the company has an annual and automatic promotion process based on seniority</p> <p>for me when i prove my competency i get promoted quickly</p> <p>As a talent yes ,but I believe the company should personalize recognition more</p>	<p>The motivations that made me stay are Salary, supportive colleagues, peaceful work</p> <p>learning from competent managers.</p> <p>The most important reasons that made me stay are salary, career growth opportunities, and the annual benefits.</p> <p>which are crucial for my long-term commitment to the company.</p> <p>Yes, I had the chance to be promoted through the company's automatic promotion system and trained</p> <p>Yes, the promotion process is clear for me</p> <p>the company has an annual and automatic promotion process</p> <p>there's a clear table</p>	<p>The main motivations are job security and a stable salary</p> <p>The work environment</p> <p>career development opportunities as training responsible are offered based on the needs of each department</p> <p>stability and comfort.</p> <p>Job stability is definitely the most important to me.</p> <p>Knowing that my position is secure and my salary is consistent gives me peace of mind.</p> <p>yes,Promotions are mostly based on seniority and performance.</p> <p>I do get promoted recently for this position</p> <p>And for mentoring or training, there are some structured opportunities.</p> <p>Yes, the company has an annual and automatic promotion process based on seniority, which is clear and predictable</p> <p>Yes, I do feel that my work is</p>
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	<p>to see clear outcomes</p> <p>there should be more flexibility for talented employees to feel valued and unique</p> <p>I value salary, as a type of recognition .rewards, and even verbal recognition</p> <p>when they show that my efforts are appreciated. This motivates me to contribute more</p> <p>It depends on the type of work</p> <p>For example, in team</p>	<p>we follow based on seniority</p> <p>Yes I feel appreciated</p> <p>the most important types of recognition are salary and oral recognition</p> <p>verbal acknowledgment from colleagues and supervisors</p> <p>I would say yes , but it depends on the type of work</p> <p>Some tasks may not get as much</p>	<p>recognized, especially by my immediate team and supervisors</p> <p>the company focuses on the training programs and career development which in trying to provid the best i can and everyone appreciate my efforts</p> <p>salary is the most important form of recognition</p> <p>feedback and awards are appreciated</p> <p>The recognition is somewhat fair</p> <p>the overall recognition for individual contributions, especially in terms of feedback and awards, could be more systematic.</p>
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<p>3 : Theme 3 = Organizational Culture and Motivation & Well-being Strategies</p>	<p>projects, a hard worker may do most of the work but the whole team gets the credit which can be demotivating</p> <p>The work environment can be stressful during certain periods. We try to work as a team, but sometimes, the pressure falls on one person while others don't contribute as much.</p> <p>especially when the whole team receives the same recognition.</p> <p>we have fixed working hours that must be respected</p> <p>because we operate in the public sector</p> <p>This lack of flexibility can make it challenging to maintain a work-life balance, especially for employees in general with personal or family commitments.</p> <p>The company's structure changes often, and we need to adapt to the new strategies of each new</p>	<p>recognition, while others are more visible and as hard worker this can be demotivating.</p> <p>Yes I'm generally satisfied with the environment</p> <p>My work requires teamwork, and I believe the company creates a good environment for that</p> <p>Not really, In the PCH were not really benefiting this flexibly hours approach because we are in a public sector.</p> <p>The company offer some well-being programs and benefits, and I believe they are satisfactory.</p> <p>the personalization of the job roles and responsibilities.</p>	<p>I'm satisfied with the work environment.</p> <p>The atmosphere is respectful, and there's a sense of stability and camaraderie among colleagues</p> <p>A more forward-thinking and creative initiatives and engaging atmosphere would enhance satisfaction.</p> <p>The work schedule is relatively fixed, which can make it challenging to maintain a good work-life balance</p> <p>especially during busy periods</p> <p>access to healthcare through collaboration with hospitals. However, there isn't a comprehensive wellness program in place</p> <p>enhancing mental health and well-being support, such as stress management programs or counseling services</p>
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leader.

which can lead to stress
and waste time and effort

The company needs a
personalized evaluation
and recognition system

clear job descriptions to
ensure fair assessment.

work pressure

Company Responsibles interview matrix

	A : responsable 01 - directeur-	B : Responsable 02 - HR manager	C : Responsable 03 - commercial manager-
1 : Theme 1 Evaluation of the Company's Commitment to Talent Retention	<p>retention strategies vary depending on each new director and their individual approach, meaning there are no standardized methods in place.</p> <p>which limits long-term thinking about retention</p> <p>To mesure the succes of the talnet retention strategies The company uses dashboards to monitor indicators like talent stability, absenteeism, and voluntary turnover.</p> <p>This is partly because the company has a relatively small workforce</p> <p>establishing operational policies</p> <p>monitoring and control systems</p> <p>valuing talents and promoting growth and career development</p> <p>open communication and regular feedback</p> <p>the lack of competencies and personalized talent management</p> <p>also noticeable resistance to change</p> <p>these challenges slows</p>	<p>First we need to understand that At PCH bechar the geographical factor plays Important role in retaining talents</p> <p>since our company dosent offer employment opportunities at the moment and this influence indirectly our retaining strategies</p> <p>so we give a good environment and good salary in a fixed time</p> <p>We sometimes distribute paper surveys to get talents feedback, or managers might hold individual sessions if there's a specific concern.</p> <p>As managers we conduct sessions together</p> <p>talk about our progress in the process, our talents and employes in general needs</p> <p>focus on creating and offering growth and career development through open communication,</p>	<p>The company defines talent retention as a process based on stabilizing key talents, prioritizing career development, continuous training, and alignment with international standards in quality and qualifications.</p> <p>The company measures the success of its retention strategies through employee feedback surveys, productivity levels, and by creating training schedules that facilitate communication and help identify talents needs.</p> <p>As managers we conduct sessions together to talk about our progress in the process, the employees needs, a talent that proof performance</p> <p>focus on creating and offering growth and career development</p> <p>managing troublesome employees who hinder the productivity of others</p> <p>the same salary and privileges as other employees due to legal requirements</p> <p>the number of talents who leave</p> <p>identifying the underlying issues and addressing them to improve retention.</p> <p>Absentiesm is a main factor esspicialy in our company</p> <p>we cant detect the type of the absence and we use HANA APPLICATION to transfort the</p>

	<p>down progress in adopting modern HR practices</p> <p>the company lacks digital tools that could support better tracking</p> <p>The company measures voluntary turnover using dashboards</p> <p>need of standardized measurement mechanisms in order to effectively use the data to improve talent retention strategies.</p> <p>some talents can work productively remotely</p> <p>the company currently lacks specific surveys or systems to objectively measure these performance rates.</p>	<p>feedback</p> <p>with informal or formal way</p> <p>we found defficulties with other employees comparing themeselves with the recognized talent</p> <p>the competition of the privet sectors that offer attractive work conditions</p> <p>making dashboards</p> <p>we can exactly detect the type of the absence because we have strict rules about the unexplicated absentiesm</p> <p>yes it can be indicator</p> <p>conflicts, dissatisfaction, and resistance</p>	<p>abcentises justification made by CNAS</p> <p>this helps a lot to mesure our employees activities and trasability</p>
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<p>2 : Theme 2 Retention Strategies and Their Impact</p>	<p>salary satisfaction</p> <p>career development</p> <p>Totally yes, choosing the wrong profile can have negative impact on the overall work environment of the company especially if we didn't make clear compartmental rules</p> <p>And this will demotivate the work environment</p> <p>We offer career growth opportunities depending on the structure and the new positions in the collective agreement</p> <p>like training programs and work missions</p> <p>development programs are offered in various areas based on organizational needs.</p> <p>their impact on retention is positive because talented employees always ready to develop and learn more and more.</p>	<p>Salary satisfaction</p> <p>Career development opportunities depending on the need of the talented employees</p> <p>prime of holidays</p> <p>health advantages in hospital collaboration</p> <p>Yes the company must have a good plan to face this challenge</p> <p>Poor hiring decisions can negatively affect retention</p> <p>leading to a bad work environment</p> <p>And ineffective onboarding can increase voluntary turnover</p> <p>We offer career growth opportunities based on our talents and general employees needs</p> <p>training programs tailored to these needs at the end of each year</p> <p>We offer various training and development programs across many fields</p> <p>programs are designed to enhance employees' skills and</p>	<p>main retention strategies are salary satisfaction</p> <p>a good work environment</p> <p>annual bonus which depends on attendance and daily performance</p> <p>bad hiring decision this will affect our retaining strategies negatively</p> <p>a bad working environment, conflicts, dissatisfaction and resistance</p> <p>Yes, the company offers career growth opportunities mainly through training programs</p> <p>positions with greater responsibilities</p> <p>Yes, we offer training and development programs in various fields based on the company's needs and talents skill requirements</p> <p>which help support retention.</p>
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		improve their performance.	
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<p>3 : Theme 3 Organizational Culture, Motivation & Well-being Strategies</p>	<p>The company rewards talents by giving them priority for career advancement opportunities</p> <p>special treatment and financial incentives</p> <p>which positively impacts employee motivation and supports their career development.</p> <p>There is no formal feedback system in place for the moment we focus on the feedback surveys</p> <p>There are no specific programs focused on mental health, stress management, or work-life balance. we focus on salary and hospitality partnerships</p> <p>talented and hard workers, the company occasionally offers flexible working hours when tasks are completed ahead of deadlines</p>	<p>Yes talents are given priority because they actively develop their skills</p> <p>prepare for greater responsibility</p> <p>We offer them opportunities to participate in national training programs</p> <p>support talents learning and self-evaluation</p> <p>by observing talents productivity</p> <p>initiatives and feedback.</p> <p>support talents well-being</p> <p>the company offers competitive salaries</p> <p>mental health programs in collaboration with hospitality partners.</p> <p>The company offers occasional flexibility for top performers,</p>	<p>talented employees are given priority and recognition</p> <p>career advancement opportunities as they develop their skills.</p> <p>We assess talented employees perceptions through their productivity</p> <p>initiatives</p> <p>informal feedback</p> <p>The company supports talents well-being through competitive salaries</p> <p>mental health programs</p>
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<p>4 : Theme 4 Talent Retention Monitoring & Strategic Outlook</p>	<p>We try to understand the reasons behind the decision by conducting interviews with talents</p> <p>provide the proposed factors especially those related to career development opportunities</p> <p>we do use exit interviews with the high preformed talent</p> <p>theres two approaches</p> <p>the first is about leaving for better opportunities and the second is because of personal conflicts or dissatisfaction</p> <p>.by defining the reason we can act correctly</p> <p>We don't really have this strategy. People find us through emails. There's no official platform where employees or candidates can leave reviews like Glassdoor or linkedin.</p> <p>modernizing the HR systems.</p> <p>Everything feels too rigid and old-fashioned there are no digital tools to track development</p> <p>provide real-time feedback</p> <p>one-on-one development paths</p> <p>automated reminders or check-ins could make</p>	<p>understand the reason why using interviews if it's a voluntary or involuntary</p> <p>if its because conflicts or a personal problem that we can provide a solution</p> <p>provide the value needed if its fits with the employee.</p> <p>when a talent show intention to leave when we talk about him to understand the reason</p> <p>will give us feedback even tho the experience change depending on the employee, this will help us develop our strategies</p> <p>Negative , The company primarily relies on email communications</p> <p>equality in opportunities across the organization.</p> <p>the right person in the right place</p> <p>Retention starts with recruitment. If we put someone in the wrong role, no amount of salary or benefits will keep them.</p> <p>a person is doing what they're good at in a team where they feel respected and in</p>	<p>we try to see the reason and provide what they need if we can find a solution.</p> <p>Depends on the reason .if he wants to build a startup or company we encourage him</p> <p>we conduct interview with the employee to understand the reasons behind his intention. And use the result as a feedback to see how the talented employees feel.</p> <p>there are no significant efforts made to improve employer branding. The company does not actively promote its image through social media, employee testimonials, or platforms like Glassdoor.</p> <p>career management by clearly defining job roles</p> <p>creating a National Office of Competence, where experienced talents nearing retirement can mentor younger staff</p> <p>Having expert guidance in each department would strengthen our retention strategy.</p> <p>salarial motivations</p> <p>carrer development opportunities</p> <p>worklife balance</p>
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talntes feel more seen and supported.

environment where the employee is productive and satisfied.

an environment that allows them to grow they'll want to stay.

**ANNEXE C – THE ORGANIZATIONAL
STRUCTURE**

L'ORGANIGRAMME DE L'ANNEXE DE BECHAR:

