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With a view to obtaining an academic Master's degree in:

" Human Resources Management "

Theme:

**Social Observation on The Impact of The Suspension of  
Employment**

**Contracts And the Professional Performance of  
Employees**

**-Case Study of Civital Algeria-**

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## **ABSTRACT**

The objective of this study is to analyze the social impact of pending employment contracts on employee performance within the Cevital Group in Algeria. Using an observational research methodology supported by qualitative analysis, we aim to understand the dynamics between ongoing contracts and various aspects of personnel performance. Employees affected by contract suspensions, as well as key stakeholders within the organization including human resources managers and department heads, have been interviewed.

Our study focuses on analyzing the multifaceted components of personnel performance in a work context characterized by contract suspensions, including productivity, morale, and overall well-being. More specifically, we examine the influence of the contract management process on the formation of motivational factors, job satisfaction, and employee stress levels. Additionally, we explore organizational responses and support mechanisms aimed at mitigating the negative effects of contract suspensions on personnel performance.

**Keywords:** Suspended Employment Contracts; Employee Performance; Social Impact, Observational Study; Job Satisfaction; Human Resources Management; Remote Work; Training management.

## **RESUME**

L'objectif de cette étude est d'étudier l'impact social des contrats de travail en attente sur la performance des salariés au niveau du groupe cevital Algérie. En utilisant une méthodologie de recherche observationnelle, soutenue par une analyse qualitative, nous nous concentrons sur la compréhension de la dynamique entre les contrats en cours et les différents aspects de la performance du personnel. Les employés touchés par les suspensions de contrat, ainsi que les principaux intervenants au sein de l'Organisation, y compris les gestionnaires des ressources humaines et les chefs de service, ont été interviewés.

Notre étude porte sur l'analyse des composantes à multiples facettes du rendement du personnel dans le contexte de travail marqué par le phénomène de suspensions de contrats, y compris la productivité, le moral et le bien-être général. Plus précisément, l'étude montre l'influence du processus de gestion des contrats dans la formation des facteurs de motivations, la satisfaction au travail et les niveaux de stress des employés. De plus, nous explorons les réponses organisationnelles et les mécanismes de soutien visant à atténuer les effets négatifs des suspensions de contrat sur le rendement du personnel.

**Mots-clés :** Suspension des contrats de travail ; Performance du personnel ; Impact social,

étude observationnelle ; Satisfaction au travail ; Gestion des ressources humaines ;  
Télétravail ; Département de formation.

## الملخص:

الهدف من هذه الدراسة هو دراسة الأثر الاجتماعي لعقود العمل المعلقة على أداء الموظفين في سيفينال الجزائر. باستخدام منهجية بحثية قائمة على الملاحظة، مدعومة بتحليل نوعي، نركز على فهم الديناميكيات بين العقود المعلقة والجوانب المختلفة لأداء الموظفين. وأجريت مقابلات مع الموظفين المتأثرين بتعليق العقود، فضلا عن أصحاب المصلحة الرئيسيين داخل المنظمة، بمن فيهم مديرو الموارد البشرية ورؤساء الإدارات. تدور دراستنا حول تحليل المكونات متعددة الأوجه لأداء الموظفين وسط تعليق العقد، بما في ذلك الإنتاجية والروح المعنوية والرفاهية العامة. على وجه التحديد، ندرس كيف تؤثر العقود المعلقة على دوافع الموظفين والرضا الوظيفي ومستويات التوتر. بالإضافة إلى ذلك، نستكشف الاستجابات التنظيمية وآليات الدعم التي تهدف إلى التخفيف من الآثار السلبية لتعليق العقد على أداء الموظفين.

الكلمات المفتاحية: تعليق عقود العمل؛ أداء الموظفين؛ الأثر الاجتماعي، دراسة قائمة على الملاحظة؛ الرضا الوظيفي؛ إدارة الموارد البشرية؛ العمل عن بعد؛ إدارة التدريب

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**LISTE OF ABBREVIATIONS**

<b>Symbol</b>	<b>Meanings</b>
<b>OJT</b>	On-the-job training
<b>FWAs</b>	Flexible Working Arrangements Systems
<b>Mrh</b>	human resources management
<b>PTW</b>	Part-time work
<b>PR</b>	Public Relations Specialists
<b>ER</b>	Employee recognition
<b>KPI</b>	Key performance Indicator
<b>HR</b>	human resources

# **GENERAL INTRODUCTION**

## **1. General context**

The suspension of employment contracts is a multifaceted issue that arises when there is a temporary inability to perform work duties. Legally, such suspensions can occur for various reasons, as detailed in Article 64 of the Algerian Labour Code 90/11. These reasons include mutual agreement between parties, specific disruptions stipulated in social security legislation, national service obligations, electoral duties, disciplinary decisions, the right to strike, and unpaid vacation. Article 65 further specifies the rights of workers during these suspensions, ensuring their lawful return to employment or paid positions after the suspension period ([Article 64 and 65 of the Algerian Labour Code 90/11](#))

This legal framework underscores the mutual obligations inherent in employment contracts: employees must fulfill assigned tasks, and employers must compensate for work performed. However, when either party fails these obligations, the other gains certain rights, such as seeking compensation or terminating the contract.

The suspension of employment relations can significantly impact employee satisfaction, particularly in cases like sick or maternity leave. Employees may experience psychological pressure and concern about the repercussions of their absence on job performance and position within the company, leading to decreased job satisfaction and a sense of disruption in the work environment.

In our proposed research, we aim to delve into various types of work relationship suspensions and the factors leading employees to suspend their work relations. Additionally, we will assess the level of job satisfaction among staff members affected by these suspensions. By understanding the impact of each situation on job satisfaction and performance, we aim to develop effective strategies to improve the working environment and enhance staff performance.

To further enrich our investigation, we can explore additional dimensions such as the cultural context surrounding work suspensions in Algeria, the role of social support systems in mitigating the negative effects of employment suspensions, and the potential economic implications for both employers and employees. This comprehensive approach will provide a nuanced understanding of the challenges posed by work suspensions and enable us to propose targeted interventions for fostering a healthier and more productive work environment.

## **2. Problematic**

This study will address the following problem.

“How does the suspension of employment relationships affect employee motivation and productivity? Do they experience decreased job satisfaction?”

To answer the problem, we have made the following hypotheses:

The suspension of employment relations has a detrimental impact on employees' professional productivity.

Suspending labor relations has no bearing on the relationship with superiors, nor does it affect job satisfaction or the mental well-being of the worker.

Job dissatisfaction may lead a worker to consider suspending employment relations.

To clarify our topic and answer our main question, we divide it into several secondary questions:

How does the suspension of employment contracts affect the morale and team dynamics within the workplace?

Do employees demonstrate changes in work habits or behaviors as a result of the suspension of employment contracts, such as increased absenteeism or decreased engagement?

How do employees cope with the uncertainty and stress caused by the suspension of employment contracts, and does this impact their professional performance?

Does workload stress affect a staff member's mental health and cause him or her to feel dissatisfied with his or her work?

### **3.The reasons for choosing the theme**

The choice of our theme is justified by:

**importance:** The suspension of employment contracts is an important event within organizations, particularly in times of economic uncertainty or organizational restructuring. Understanding its impact on employees' professional performance is critical for employers, HR professionals and policymakers.

**Timeliness:** Given the economic challenges and disruptions caused by events such as the COVID-19 pandemic, the number of suspensions of employment contracts has increased. Exploring the social and professional effects of this phenomenon is timely and important.

**Staff welfare.** The theme addresses staff welfare, a growing concern for organizations that strive to create healthy and supportive work environments. Understanding how the suspension of employment contracts affects staff members' professional performance can enrich efforts to enhance staff welfare and satisfaction.

**Organizational performance:** Staff performance is directly linked to organizational success. By examining the impact of contract suspensions on professional performance, organizations

can gain insight into potential challenges and opportunities to improve overall performance and productivity.

This idea reflects the sense of unpredictability and insecurity experienced by staff members when their employment contracts are suspended. It includes fear of job losses, financial instability, and an unknown future, which can profoundly affect motivation, participation and productivity.

This idea highlights the importance of the Department's clear and frequent communication during the contract suspensions. It encompasses themes of trust, honesty and openness, where employees seek information and reassurance from employers to navigate through uncertainty

#### **4. The objects of the theme**

Investigate whether employees experience changes in job satisfaction as a result of employment contract suspension, examining factors such as perceived job security, organizational support, and work-life balance.

Investigate how the suspension of employment contracts affects employees' motivation, engagement, and productivity from a psychological perspective, including stress.

Offer practical recommendations for employers, human resources professionals, and organizational leaders to support employees and maintain performance levels during times of employment contract suspension, ultimately fostering a positive work environment and organizational resilience.

To analyze the social dynamics within the workplace resulting from the suspension of employment contracts.

To examine the effects of contract suspension on employee morale, engagement, and job satisfaction.

To assess changes in employee productivity, performance, and work quality during and after the period of contract suspension.

To identify coping mechanisms employed by employees to navigate the challenges posed by employment contract suspensions.

To evaluate the role of organizational support, communication, and leadership in mitigating the negative impact of contract suspensions on employee performance.

To explore the long-term implications of employment contract suspensions on employee career trajectories, job security, and organizational loyalty.

To provide recommendations for organizations to effectively manage and mitigate the negative consequences of employment contract suspensions on employee professional performance and

well-being.

The spatial and temporal boundaries of the study:

**Spatial boundaries:** Our study focuses on the Civital Algiers group located in Qubba

**Time limits:** is the period between 2020 and 2023 According to the documents provided to us by the company

## **5. Research methodologies**

In the preliminary stage of our research methodology, we will embark on an exhaustive exploration of pertinent literature. This will encompass a thorough examination of a variety of scholarly sources such as academic papers, articles from reputable journals, dissertations, online resources, as well as relevant legislative and regulatory documents. Our objective in this phase is to construct a robust theoretical framework that resonates closely with the central focus of our study. By delving into a diverse range of authoritative materials, we aim to acquire a comprehensive understanding of the subject matter at hand, laying a solid foundation for our subsequent analysis and investigation.

## **6.The observation**

To answer our questions, we carefully studied the performance of the Human Resources Department, with a particular focus on managing business relationships and their impact on professional performance. We also looked closely at the human resources department in all its aspects.

Our immersion in the human resources department of Cevital Algiers allowed us to monitor the interactions and dynamics within the team. We analyzed business relationship management processes closely, paying particular attention to internal communication, conflict resolution, and promoting a positive and collaborative working environment.

In addition, we have noted the human resources management's efforts to promote healthy and productive working relationships. This includes the implementation of awareness-raising and training programmes to enhance staff relations skills, as well as initiatives to promote work-life balance and prevent burnout.

Finally, we have studied the effects of suspending working relationships on employees' professional performance. We looked at how positive working relationships can drive motivation, drive employee participation, and improve overall business productivity.

# **LITERATURE REVIEW**

**Sarah Z. Wang's 2016 study, "Mental Health in the Workplace,"** delves into the multifaceted aspects contributing to mental well-being within professional environments. Wang's research encompasses factors such as job satisfaction, work-life balance, organizational culture, and management practices. Grounded in empirical evidence and theoretical frameworks, the paper scrutinizes how mental health influences staff performance, job satisfaction, and overall organizational effectiveness. This guideline serves to advance the Programme of Action's mission of fostering justice, safety, and productivity in workplaces. It offers a concise primer on the crucial notions of health and mental safety within professional settings. By furnishing clear definitions and pinpointing risk factors associated with poor workplace mental health, the guideline equips readers with practical strategies for enhancing mental well-being across all organizational tiers. Moreover, it steers readers towards valuable resources pertinent to mental health in professional environments.

**Moreover, the study of Shawqi Jaradat (2020), Limkokwing University of Creative Technology, Cyberjaya, Malaysia. International Student, PhD Programme under the title «Job dissatisfaction and Its Impact on Work Results » :** The article begins by defining job dissatisfaction and highlighting its causes, including factors such as inadequate compensation, lack of career advancement opportunities, poor work-life balance, and ineffective management practices. It examines the detrimental effects of job dissatisfaction on employee morale, productivity, and overall job performance. Through an analysis of empirical research and theoretical frameworks, the article provides insights into strategies for addressing and preventing job dissatisfaction in the workplace. It emphasizes the importance of fostering a positive work environment, providing opportunities for employee development and recognition, and implementing effective communication and leadership practices. The problem addressed in the study revolves around job dissatisfaction and its impact on work results within organizational settings, the Hypothesis is \To motivate employees Improved management system \Reduced staff turnover\ To use man's power properly, the study uses a mixed approach, combining quantitative analysis with qualitative data collection methods. Quantitative data are collected through surveys distributed to staff to assess levels of job dissatisfaction and its impact on work results. The following are some key findings of this study Most of the employees are moderately happy about bonuses & reward facilities. • In case of employee relationship most of the persons are satisfied. • In term of flexibility to perform their job employees are dissatisfied. • About their overall job security employees are moderately happy. • Maximum employees recognized that organization values & their values are same.

**And the article of Written by: Carin Vreede (2024), under the title «Flexible Working Definition & Types»** This study explores the concept of flexible working arrangements, aiming to provide a

comprehensive understanding of its definition and various types. Authored by Carin Vreede, the study delves into the evolving landscape of work arrangements, driven by changing employee expectations and technological advancements. The study begins by defining flexible working and its significance in modern workplaces, emphasizing the importance of accommodating diverse employee needs while promoting organizational productivity and effectiveness. It examines the fundamental principles underlying flexible working, including autonomy, flexibility, and work-life balance. Furthermore, the study categorizes and explores different types of flexible work arrangements prevalent in contemporary organizations. These include telecommuting or remote work, flextime, compressed workweeks, job sharing, part-time work, flexible scheduling, and seasonal or intermittent work. Each type is analyzed in terms of its implementation, benefits, challenges, and suitability for different organizational contexts. The problem lies in the ambiguity surrounding the concept of flexible working, with varying definitions and perceptions among employers, employees, and policymakers. This lack of clarity can lead to confusion, miscommunication, and ineffective implementation of flexible work policies within organizations.

As stated in the book **La suspension du contrat de travail, par Jean Marc Béraud, 49-55pp** and is a legal book that examines in detail the concept of suspension of employment contracts in France. Published by Éditions Sirey in Paris in 1980, this book is an important reference in the field of labour law reference in the field of labour law.

**Nature of suspension of employment contract:** The book explores the different situations in which an employment contract may be suspended, such as sick leave, maternity leave, unpaid leave, etc.

**Legal bases and jurisprudence:** It examines the legal bases of the suspension of the employment contract, based on the French legislation in force at the time of the publication of the book as well as the relevant jurisprudence.

**Consequences for employers and employees:** The book analyses the practical implications of the suspension of the employment contract for both employers and employees, particularly as regards the obligations of each party during the suspension period.

**Procedures and formalities:** It provide information on the procedures to be followed and the formalities to be completed in case of suspension of the employment contract, both from the point of view of the employer and the employee .and **Legislative developments and perspectives:** Finally, the book can also discuss the possible evolution of legislation concerning the suspension of the employment contract and the future prospects in this area

also not forget **Pratique du droit du travail "**, de **Gabriel Guerre, publié à Lyon en 1987 121-134pp** **Where we touched on this chapter** Comment for health reasons: The chapter discusses the suspension of employment contracts due to health issues. This includes staff members' short-term and long-term illnesses, as well as workplace accidents. Includes legal provisions on sick leave, medical certificates and the rights and obligations of employers and employees in such cases.

Comment for family reasons: Another aspect of this chapter may be the suspension of employment contracts for family reasons, such as maternity leave. They can go into the legal framework on maternity leave, including the length of leave, benefits, and procedures for requesting and granting maternity leave. In addition, they may discuss pregnant workers' rights and protection against discrimination or dismissal during pregnancy and maternity leave.

In general, chapter IV provides a comprehensive overview of legal provisions and practical considerations relating to the suspension of labour relations for health and family reasons, with guidance to both employers and workers in dealing with such cases.

as well as **Le Droit du Travail" by Jean Pélissier and Alain Supiot** is a reference book in the field of labour law in France. Published by Éditions Dalloz in 2000, this book covers many aspects of French labour law, including laws, jurisprudence and fundamental principles.

In Chapter II of Title III of this book attention is focused on the suspension of labour relations, with a particular emphasis on the following details:

**Suspension for Health Reasons:** This chapter probably explores in detail the situations in which labour relations may be suspended for health reasons. These may include sick leave, injury-on-duty leave, sick leave for work, and procedures and obligations for employers and employees in these situations.

**Maternity Leave:** An important part of this chapter is probably devoted to maternity leave. It could cover the duration of the leave, the rights and obligations of pregnant women and employers during that period, maternity benefits, and the procedures for applying for and granting maternity leave.

**Other Family Leave:** In addition to maternity leave, the chapter could also address other forms of family leave, such as parental leave, paternity leave, adoption leave, detailing the rights and terms of such leave.

**Suspension for Other Personal Reasons:** In addition, the chapter could deal with other reasons for suspension of labour relations for personal reasons, such as sabbatical leave, unpaid leave, family related leave, setting out the rights and obligations of the parties concerned.

Procedures and Formalities: Finally, this chapter may include information on the procedures and formalities to apply for and grant these various forms of leave or suspensions of employment, and related communication and documentation obligations.

Overall, this chapter provides an in-depth analysis of the different circumstances in which labour relations may be suspended, as well as the rights and obligations of employers and employees in these situations, providing valuable guidance for the effective management of leave and absences from work.

The book "droit du travail" by Jean Rivero and Jean Savatier, published by the Presses Universitaires de France, is a major reference in the field of labour law in France. Here is some background information.

**In chapter VIII of the book "droit du travail" by Jean Rivero and Jean Savatier 1956, 439-443 pp** it is likely that the suspension of labour relations is treated in detail. Here are some additional elements on what this chapter might contain:

**Legal Grounds for Suspension:** The chapter could begin by examining the legal grounds for suspension of labour relations, detailing the legal provisions and jurisprudential principles that govern this issue in French labour law.

**Reasons for Suspension:** They could then review the various reasons why labour relations may be suspended, such as sick leave, maternity leave, family leave, leave without pay, etc.

**Rights and Obligations of the Parties:** The chapter could also address the rights and obligations of employers and employees during the suspension period. This could include information on wage maintenance, paperwork, job protection guarantees, etc.

**Suspension Procedures:** It could detail the procedures to follow to suspend labour relations, including notification obligations, medical evidence requirements, leave application formalities, etc.

**Duration and Terms of Suspension:** The chapter could also discuss the maximum duration of the suspension for each reason, as well as how to return to work after the period of suspension.

**Litigation related to the Suspension:** Finally, it could address litigation issues that may arise in connection with the suspension of labour relations, such as disputes concerning the maintenance of remuneration, recourse in case of refusal of leave, etc.

In summary, Chapter VIII of "Labour Law" would provide an in-depth analysis of the suspension of labour relations, providing detailed information on the grounds, the rights, obligations and procedures associated with this important subject in French labour law.

**Annick Haegel's "The Human Resources Toolbox", published in 2020, provides a wealth of practical information and tools for HR professionals.**

**Recruitment and selection:** This section discusses best practices to attract, evaluate and select the best candidates for vacant positions. It may include advice on job advertisement writing, job interviews and the use of evaluation tools.

**Training and Development:** Haigel explores strategies for developing employees' skills and knowledge. This may include designing training programmes, identifying professional development needs and assessing the impact of training initiatives.

**Performance Management:** This section of the book provides guidance on how to set clear goals, track staff performance, and provide constructive feedback. It could also address topics such as poor performance management and recognition of achievements.

**Compensation and benefits:** Haegel is studying different approaches to developing competitive and fair compensation policies, as well as managing benefits such as health insurance, paid leave and pensions.

**Conflict and Labour Relations Management:** This section can provide guidance on the effective resolution of disputes within the organization, as well as the promotion of positive relationships between employer and employee.

**Labour Law:** Finally, the book may cover legal aspects of human resources management, including labour laws, labour standards and compliance requirements.

The book delves into the topic of suspension of labour relations, with particular emphasis on situations where work can be suspended due to national service obligations. In Algeria, as in many other countries, national service requirements may temporarily cut people's employment obligations.

The discussion explores the legal framework surrounding the suspension of labour relations for national service purposes. This will include a study of Algeria's relevant labour laws and regulations governing such cases, including provisions on the rights and responsibilities of both employers and employees during the suspension period.

**The book (احمية, سليمان ليات تسوية منازعات العمل والضمان الاجتماعي في القانون الجزائري) 1998**

Furthermore, the book provides insights into the practical implications of the commentary on national service for both employers and employees. It discusses issues such as compensation during the suspension period, job security upon return from national service, and procedures for returning to work or reintegration into the workforce after completion of national service obligations.

In addition, the book analyses any potential challenges or conflicts that may arise in connection with the suspension of labour relations for reasons of national service. This can involve considerations such as legal disputes over suspension requirements, complaints about the reintegration process, and any discrimination cases that may arise during or after the period of national service.

In general, the book provides a comprehensive exploration of the legal, practical and societal dimensions of the suspension of employment relations due to national service obligations in the Algerian context, providing valuable insights for employers, employees, legal practitioners and policymakers alike.

**In a graduate note for the Higher School of the Judiciary, entitled " الاخطاء المهنية خطيرة وتأثيرها " على علاقات العمل", 2003-2006, بوزيداوي الخثير** provides a comprehensive analysis of the impact of serious workplace errors. The problem has addressed is the impact of serious errors in the working environment and how to deal with them. Explores how these mistakes affect the relationship between employers and workers and provides a comprehensive analysis of this impact Memorandum Analysis of serious errors: The risk analyzes different types of serious errors that can occur in the workplace, and provides practical examples of how these errors are classified and evaluated.

**The Impact of Serious Mistakes on Working Relationships:** The book discusses how serious mistakes affect trust and cooperation between workers and employers, as well as how they affect performance and the working environment in general.

**Managing and dealing with errors:** The risk providers strategies and methods to avoid serious errors and reduce their impact in the workplace, focus on training, improve communication processes and enhance better relationships between employers and employees.

**Legal and professional results:** The book highlights the legal and professional consequences of serious errors, including legal responsibilities and financial compensation that may result from serious workplace errors. After studying and analysing serious errors and their impact on the working environment and working relationships, the writer may reach several findings, including:

Provide effective strategies and methods to avoid serious errors in the working environment, thereby reducing their negative impact. Better understand how to manage serious errors when they occur, including improving communication and communication processes to deal with errors in a

constructive manner. Highlight the legal and professional consequences of serious errors, which must be taken into account in the course of work. Enhance awareness of the importance of providing training and guidance to staff to avoid serious mistakes and improve their performance

**In "Training and Development," Alan S. Gutterman delves into the crucial aspects of enhancing employee skills and knowledge within organizations. Released in August 2023,** this comprehensive guide serves as a valuable resource for businesses aiming to optimize their workforce performance through strategic training initiatives. The problem addressed by this study

Challenges faced by companies in implementing effective staff training and development programmes, including allocating resources and committing time to participation.

Its objectives include: Improving staff's job satisfaction and morale. Increase staff's motivation.

Enhance operational efficiency and technological accreditation. Promote innovation in strategies and products. Reduce staff turnover and enhance the company's image. Risk management through ethics and diversity training. The results reached are Provide significant benefits to companies, including increased job satisfaction, efficiency gains, innovation and risk management.

Improve employee retention and company reputation. However, companies must fully commit funds, resources and time for managers and employees to participate actively in training programmes and learning initiatives.

**The document titled "Job Dissatisfaction Background," uploaded by BOLAKETCH on August 23, 2021,** delves into the factors contributing to job dissatisfaction among employees. It provides valuable insights into the underlying causes of dissatisfaction in the workplace and offers potential solutions to address these issues. The problem addressed by the study is

The problem addressed in the "Job dissatisfaction background" document is the prevalence of job dissatisfaction among staff. It recognizes that dissatisfaction in the workplace can stem from various factors such as inadequate compensation, limited career opportunities, poor work-life balance, ineffective management practices and job insecurity. Job dissatisfaction not only affects individual staff but also has negative effects on the organization's performance and success.

### **Objectives of the study**

The objectives outlined in the document are to address the problem of job dissatisfaction and improve staff satisfaction and well-being. These objectives may include:

Identifying the root causes of job dissatisfaction: the document seeks to understand the specific factors contributing to dissatisfaction among staff within the Organization.

Job dissatisfaction impact assessment: aims to assess how job dissatisfaction affects staff motivations, performance and retention rates, as well as its broader impact on the Organization's effectiveness.

Development of improvement strategies: the document identifies the proposal of actionable solutions and initiatives to alleviate job dissatisfaction and improve staff morale. Such strategies may include improving compensation and benefits packages, providing opportunities for career advancement and professional development, promoting a positive working culture and implementing effective management practices. Strengthening organizational performance: The objectives ultimately seek to create a working environment that promotes staff satisfaction and participation, resulting in increased productivity, lower staff turnover and improved overall performance of the Organization.

# **Chapter I: Legal and social nature of the phenomenon of suspension of the employment relationship**

## **Introduction**

The phenomenon of suspension of the employment relationship is a crucial aspect of labour law, which has a significant impact on both the legal and social dimensions. This is an essential step in which contractual obligations between employers and employees are temporarily suspended or modified, often in response to specific circumstances or events.

In this chapter, we explore the legal and social nature of the suspension of the work relationship, with the aim of dissecting its multifaceted effects and exploring its fundamental principles. By examining the legal frameworks governing suspensions, as well as their broader societal implications, we seek a comprehensive understanding of this complex phenomenon.

In essence, the suspension of the working relationship reflects the dynamic interaction between legal regulations, regulatory policies and socio-economic dynamics. They encompass a variety of scenarios, from temporary layoffs and leave without pay to disciplinary suspensions and medical leave, each characterized by its own unique legal considerations and social implications.

By highlighting the legal and social dimensions of the suspension of the employment relationship, this chapter aims to contribute to a precise understanding of this fundamental aspect of the Labour Code. Through critical examination and scientific research, we seek to clarify the complexities inherent in the phenomenon of suspension, thus laying the foundation for further analysis and discussion in subsequent chapter

### **Section01: The legal tools for the suspension of the employment relationship**

To enable knowledge of legal work suspension cases that fall under Labor Law 90-11, as well as monitor and protect the environment for workers in all sectors. Organizations must take into account the psychological aspect of the worker because it has a major role.

In this section, we will present the most important theoretical aspects of the suspension of employment relations (definitions, history, and legal framework).

#### **1.1 Definition of concepts related to the suspension of employment relationships**

There are many concepts used in suspending labor relations, the most important of which are:

**employment contract:** Employment Contract Agreement between an employer and employee that outlines the terms and conditions of the employment relationship. The agreement covers key areas such as the start date of employment, the position and responsibilities of the employee, working hours, salary and

**Job satisfaction:** Job satisfaction represents the combination of positive or negative feelings that workers have toward work. At the same time, when a worker works in a business organization, he brings with him needs, wants and things. Job satisfaction is closely related to that individual's satisfaction and behavior in the workplace. (Pathan, 2017))

**Employee psychology:** is focused on why an employee behaves the way they do while performing their role. This practice categorizes employee behaviors into predictable patterns. By studying those patterns, managers can effectively deal with both individual employees and entire teams. (Donaldson, 2023)

**Employee motivation:** is the level of commitment, drive, and creativity that your team brings with them to work every day. It has a major impact on almost every part of your company, whether positive or negative. Motivated employees do everything they can to get the job done, improving productivity and serving as examples for the rest of the workforce. Unmotivated employees do only what's necessary to get by, and they're more likely to start looking for positions elsewhere. (Masionis, 2022)

## **1.2 Definition of suspension of employment relations**

The phenomenon of suspension of employment relations includes several concepts that reflect the development of human resources management policy and Law 90-11 applied in the workplace.

### **1.2.1. The employment Relationship**

The employment relationship is a legal concept widely used in countries across the world to designate the relationship between a person called an "employee" (often also "worker") and an "employer" for whom the "employee" performs work in defined conditions, in exchange for remuneration. Whatever the definition is given, this relationship creates reciprocal rights and obligations between the employee and the employer. Always, and still today, it is mainly through this that workers have access to the rights and benefits associated with employment under the labour and social security legislation. This is the critical criterion for determining the nature and extent of the rights and obligations of employers vis-à-vis workers. (Bureau international du Travail, 2005)

### **1.2.2. Definition of suspension of employment relations**

The concept of suspending the employment contract is not explicitly defined in the law. According to French authors, a suspension of the employment contract occurs "whenever

the employee is justified in refusing to perform their work, or when the employer fails to provide work." Article 64 of Labor Code 90-11 enumerates various reasons for suspension, making it a legally-based characteristic that aligns with a standard legal framework.<sup>1</sup>. (hamadan, 2014)

**Second**, Suspensions of the employment contract occur when an employee temporarily ceases to fulfill their contractual obligations. This can happen either voluntarily on the part of the employee, by the decision of the employer, or due to external causes beyond the control of the company. Importantly, such suspensions do not constitute a termination of the employment contract.<sup>2</sup>. (Haegel, 2020).

"Employment contract suspension refers to a temporary cessation of the fulfillment of contractual obligations by the employee, either voluntarily, due to the employer's decision, or because of external factors beyond the company's control. This legal concept, while not explicitly defined in law, encompasses situations where the employee is justified in refusing to work or when the employer fails to provide work, as outlined in Article 64 of Labor Code 90-11. Importantly, such suspensions do not terminate the employment contract but rather pause its active execution until the conditions for resumption are met

"Suspending work relationships refers to a temporary cessation of interactions and operational exchanges among employees within an organization. This could result from tensions or disputes among employees, administrative decisions, or external circumstances that impact the organization's ability to function normally. The suspension of work relationships can stem from various factors such as job dissatisfaction, lack of trust between colleagues or between employees and management, or due to challenges faced by the company stemming from economic or political changes."

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- La loi ne définissait pas la notion de suspension du contrat de travail. Les auteurs français conviennent qu'il y a suspension du contrat de travail « chaque fois que le travailleur est justifié de refuser d'exécuter son travail, ou dans le cas où l'employeur s'abstient de fournir du travail. L'article 64 du Code du travail 90-11 dresse un inventaire des différentes raisons de suspension, il a donc la caractéristique qu'il est tout basé sur la loi et répond à un système juridique commun
  - Les suspensions du contrat de travail sont des situations dans lesquelles le salarié cesse temporairement de remplir ses obligations contractuelles, soit de sa propre initiative, par décision de l'employeur, soit pour des raisons extérieures à l'entreprise, sans mettre fin au contrat de travail

### 1.2.3. Suspension due to the employee's inability to provide work

Some events or circumstances may temporarily interrupt the employee's activity. This interruption, whether due to the employee (sickness, training leave, strike, etc.) or the employer (suspension), results in the suspension of the contract. A deduction from the salary is made unless otherwise provided by legal or contractual provisions. In some cases, this loss of salary is compensated by an allowance. The main leaves related to the employee's personal circumstances that result in the suspension of their employment contract are: (Grandguillot, 2017)

- **Sick holiday:**

In jurisprudence, illness has long been acknowledged as a legitimate reason for temporarily suspending an employment contract. However, it's crucial to establish the validity of the illness. Otherwise, the employer might perceive it as an unexcused absence, potentially leading to termination of employment. Therefore, it's advisable for the sick employee to promptly provide the employer with a medical certificate. Familiarizing oneself with the provisions outlined in company agreements or bylaws regarding this issue is also highly recommended.<sup>3</sup> (Guéry, 1987)

**Worker's illness:** The worker is compelled to temporarily cease work due to illness. Medical confirmation of the worker's physical or mental incapacity is required (Article 14). Both the employer and the social security organization must be notified. Sick leave must be declared within two (working) days of the illness being confirmed. A duplicate sick leave prescription is issued, with one copy provided to the employer.

In cases of long-term illness leading to a work interruption exceeding six months, the individual is subject to oversight by the social security organization and must refrain from unauthorized activities. Throughout the period of suspended employment, the employer is obliged to reserve the worker's position.

- **Maternity leave**

In accordance with Article 29 of Law No. 83-11 of July 2, 1983, the suspension of an employment contract for a pregnant employee begins six weeks prior to the anticipated date of delivery. This

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- Dans la jurisprudence, il est reconnu depuis longtemps que la légalité sert de base à la suspension temporaire d'un contrat de travail. Cependant, établir la validité d'une telle maladie est crucial; Sinon, l'employeur peut interpréter cela comme une absence sans exception, ce qui peut entraîner un licenciement. Il est donc recommandé que l'employé malade fournisse immédiatement un certificat médical à l'employeur. Il serait sage de vous familiariser avec les dispositions contenues dans les accords d'entreprise ou les règlements administratifs relatifs à cette question.

suspension period lasts for a total of 14 consecutive weeks, during which the beneficiary is entitled to compensation. It's important to note that this suspension duration remains available to the beneficiary even if the delivery occurs earlier than expected.

The compensation provided during this period is covered by the social security fund, relieving the employing organization of this financial responsibility. During the suspension of the employment contract, the insured individual is prohibited from engaging in any form of paid professional activity, whether within the employing organization or elsewhere.

Furthermore, to qualify for maternity benefits, the pregnant individual must present medical certification of her pregnancy to the social security organization at least six months before the anticipated delivery date. This ensures that the necessary arrangements and support can be provided in a timely manner.

In situations where complications arise during childbirth, the duration of the extension of the suspension cannot be less than that provided for by maternity insurance. This ensures that individuals facing challenges or health complications related to childbirth receive adequate support and care, as mandated by law.<sup>4</sup> (Supiot, 2000)

- **Work Accidents and Occupational Diseases**

A work-related accident is defined as an incident that results in an injury caused by a sudden external factor within the context of the employment relationship (Article 6). This includes injuries sustained while on the job, such as slips, falls, or machinery accidents. It's essential for the victim or their representative to report the accident to the employer promptly, typically within 24 hours, unless there are exceptional circumstances. Once the employer becomes aware of the accident, they must notify the social security organization, which, in turn, informs the relevant labor inspectorate. Law No. 83-13 of July 2, 1983 applies to workers who experience work-related accidents or occupational diseases, regardless of their sector of employment (Article 2). This means that the law covers all workers who are injured or fall ill due to their work, whether they

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- La suspension du contrat de travail pour une femme salariée enceinte commence, conformément à l'article 29 de la loi no 83-11 du 2 juillet 1983, six semaines avant la date présumée de l'accouchement, la durée totale de la suspension est de 14 semaines consécutives d'indemnisation, avec ce délai restant à la disposition du bénéficiaire en cas de livraison anticipée. Le fonds de sécurité sociale couvre les indemnités journalières versées au bénéficiaire. La suspension du contrat de travail interdit à l'assuré d'exercer toute activité professionnelle rémunérée au sein de l'organisation employeur ou ailleurs. En plus de prouver son statut de bénéficiaire de la sécurité sociale, la personne doit attester médicalement sa grossesse auprès de l'organisme de sécurité sociale six mois avant la date présumée de l'accouchement. Après le congé de maternité, si la salariée éprouve des complications liées à l'accouchement, la durée de la prolongation de la suspension ne peut être inférieure à celle prévue par l'assurance maternité

work in manufacturing, services, or any other industry.

Furthermore, individuals who are not covered by social security but sustain injuries during employer-organized sports events or while performing volunteer work in the public interest are also protected by the provisions related to accidents the severity of a work-related injury can vary, leading to either temporary or permanent disability. The degree of disability is determined by medical professionals appointed by the social security organization, based on guidelines established by regulations. The victim is entitled to receive daily allowances starting from the first day of work contract suspension following the accident. The employer is responsible for compensating the victim for the day on which the accident occurred during work hours. It's important to note that the suspension of the employment relationship due to a work-related accident is applicable only for temporary incapacitation. Once the worker has recovered, they are expected to return to their job. However, if the injury results in permanent incapacity, the victim may receive a pension based on conditions specified in regulations. In the unfortunate event of a worker's death resulting from a work-related accident, their beneficiaries are entitled to receive a death benefit, the details of which are outlined in specific articles of the law (Articles 48, 49, and 50). These provisions ensure that workers and their families are protected in case of accidents or illnesses arising from their employment. (Supiot, 2000)

### **1.3 Suspension by the fact of the worker's abstention from carrying out the work**

These cases will be explained as follows

- **Suspension due to national service**

Under Article 1 of Order No. 102/46, the National Service Law mandates compulsory national service for all eligible individuals holding Algerian nationality and who have reached 18 years of age, unless they are already engaged in national employment or training activities. Additionally, Article 122 of the same order stipulates that the execution of a work contract or occupation is temporarily halted during the period of attendance for national service.

During this period of national service, individuals are considered to be serving the nation, and this time is recognized as equivalent to actual work within their original employing institution. Their service to the country during this time is regarded as if they were actively working in their initial job.

Moreover, upon completing their national service obligations and joining the military through legal assignment, individuals are entitled to be reinstated to their previous position within their

original employing institution. This reinstatement is mandated by law and ensures that individuals are not disadvantaged in their employment status due to their fulfilment of national service duties. (احمية, 2003)

- **Suspension of Exercising a General Electoral Mission:**

Article 23 of the Constitution establishes the right to participate in elections.

Article 2 of the amended 90\11 Law Regulating Labor Relations further affirms the fundamental right. Furthermore, a worker maybe elected to fulfil parliamentary duties at the national level, such as serving as a representative in Parliament or at the local level in the state or municipal People's Assembly. Additionally, a worker may be assigned parliamentary responsibilities within a union organization. Given that fulfilling a parliamentary mission may necessitate full-time attendance and continuous dedication, requiring the individual to commit themselves entirely to thistask, it may result in suspending the employment relationship; this suspension is by the provisions outlined in Article 36 of the Law above90\11. (Official Gazette No. 10, 1990)

- **Deprivation of the worker's liberty:**

A worker may face deprivation of their liberty due to being arrested as a suspect or being placed in temporary detention as a defendant. In such cases, the worker becomes unable to fulfill their obligations towards their employer.

This situation aligns with the principles outlined in Article 62 of the Constitution, which stipulates the presumption of innocence until proven guilty by the judicial authority. Consequently, if the worker is convicted, they may lose their job position for the entire period preceding the final judgment of conviction. This applies regardless of the nature of the accusation against them, whether it is related to the employment contract, such as theft within the employing institution, or if it is unrelated to the employment contract entirely. (Article 32, 1898)

#### **1.4 Suspension due to the willful act of the employer**

- **force majeure:**

This concept of provisional suspension arises when an unforeseen event, such as force majeure, obstructs a debtor from fulfilling their contractual obligations, necessitating the continuation of the contractual relationship despite the hindrance. This legal suspension, akin to an extension of force majeure effects, serves to prevent the termination of contractual commitments, particularly in cases of non-essential breaches occurring within the specified deadlines of an agreement.

The utility of this mechanism lies in its ability to safeguard against the application of Article 1184 of the Civil Code, which addresses temporary force majeure situations. By temporarily pausing contractual obligations, parties are afforded the opportunity to address and mitigate the impacts of the unforeseen event, without risking the termination of their contractual commitments.

For this theory to apply, the suspensive event must meet two primary conditions. Firstly, it must constitute an event that obstructs execution, rendering it impossible or unreasonably difficult for the debtor to fulfill their obligations. Secondly, it must be a temporary occurrence, with the potential for resolution before the agreement's utility expires. This temporary suspension allows parties to navigate through the unforeseen event while preserving the integrity of the contractual relationship, enabling them to resume their commitments once the hindrance is alleviated.<sup>5</sup> (Beraud, 1980)

### **Disciplinary dismissal**

Article 66 of Law No. 11/09 concerning labour relations states that among the circumstances leading to the termination of the employment relationship is "disciplinary dismissal." Thus, disciplinary dismissal is considered one of the most significant forms of terminating employment.

If we attempt to find a comprehensive and precise definition of disciplinary dismissal

- Disciplinary dismissal is the action through which an employer has the authority to terminate a contractual relationship.
- Disciplinary dismissal, as a legal concept derived from the unilateral act of the employer, signifies the termination of the employment contract as a consequence of misconduct committed by the employee or failure to adhere to imposed obligations. (الخثير, 2006-2003)
- Disciplinary dismissal is a legal procedure undertaken by the employer at their sole discretion due to the employee committing severe professional misconduct, following the procedures outlined in relevant legal, regulatory, and contractual provisions. Its disciplinary nature aims to

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- Cette suspension provisoire intervient lorsqu'un événement imprévu, tel qu'un cas de force majeure, empêche un débiteur de remplir ses obligations, ce qui nécessite la poursuite de la relation contractuelle. Malgré cela, cette suspension légale peut être considérée comme une extension des effets de force majeure, même en cas de violations non essentielles survenant dans les délais impartis d'un contrat. Ce mécanisme empêche la résiliation des engagements contractuels. Il sert de garantie contre l'application de l'article 1184 du Code civil, qui concerne les situations de force majeure temporaire. Dans cette théorie, l'événement suspensif doit remplir deux conditions primaires. Premièrement, il doit s'agir d'un événement qui entrave l'exécution, et deuxièmement, il doit s'agir d'un événement temporaire avec un potentiel de résolution avant l'expiration de l'utilité du contrat. Cette approche interrompt temporairement les obligations contractuelles, permettant aux parties de reprendre leurs engagements une fois que l'obstacle est atténué

end the employment relationship with the employee while preserving the employer's interests and ensuring the smooth operation of their enterprise without a specified duration.-(هادفي، 2007-2008)  
(2008

## **Section 2: Factors affecting professional performance during the suspension of employment contracts**

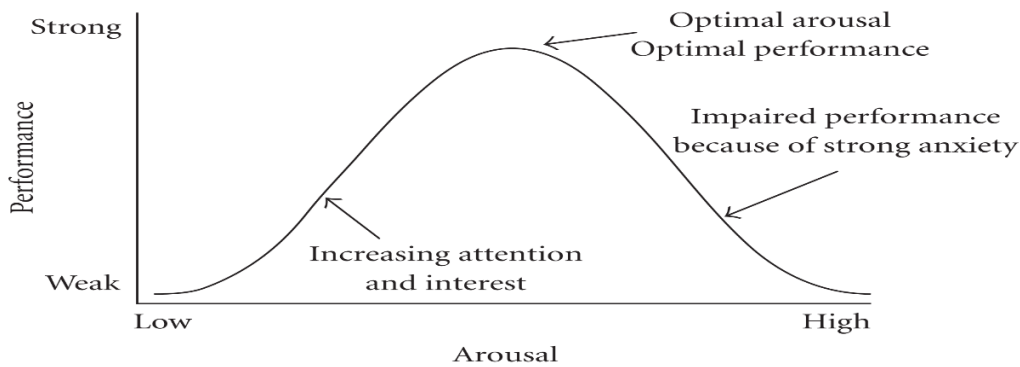
Suspension of employment contracts is a unique challenge for both employers and employees, with significant implications for professional performance. During these periods, individuals may experience high levels of uncertainty, financial stress and psychological stress, all of which can affect their ability to perform effectively in the workplace. Factors affecting professional performance during the suspension of employment contracts must therefore be highlighted as they are essential for employers seeking to support their workforce and mitigate negative impacts.

### **2.1 Psychological health**

The impact of the working environment on mental health cannot be overstated. A healthy psychological state is crucial for overall well-being and public health. Among the various environments that influence mental health, the workplace stands out significantly. Therefore, it's imperative to foster a work environment that prioritizes psychological well-being and safety. Statistics from the Canadian Health Commission reveal that half a million Canadians miss work every week due to mental health issues, underlining the profound effect workplaces can have on mental well-being. Factors such as harassment and excessive workloads directly contribute to mental health challenges in the workplace. Extensive evidence highlights the detrimental effects of poor mental health on both individual and organizational performance. Conversely, initiatives aimed at improving mental health in the workplace yield numerous benefits, including heightened staff satisfaction, increased engagement, and enhanced productivity. Moreover, such efforts can lead to reduced healthcare expenses, lower staff turnover rates, and decreased absenteeism. Thus, creating a mentally healthy workplace is essential for the holistic well-being of employees and the success of organizations (Sarah Z. Wang, 2016).

Too much stress and too little stimulation can both negatively impact psychological health. According to psychologists Robert Yerkes and John Dodson, a bell-curve relationship can be established between arousal and performance (see Figure 1 below). Peak performance occurs when an individual experience an optimal amount of stress, such that they feel motivated yet does not suffer from undue anxiety. Workplace performance operates by the same principle.

**Figure 1: Yerkes-Dodson Law of Psychological Performance**



**source:** Canadian Centre for Occupational Health and Safety. (2016)/[www.canada.ca](http://www.canada.ca)

The Performance and The Yerkes-Dodson Law handout provides an overview of the Yerkes-Dodson Law. It describes the ways in which excessive effort can be unnecessary and unhelpful when working towards goals. The handout also introduces the idea of experimenting with one's 'zone of optimal performance' and approaching tasks more flexibly.

## 2.2 Financial stress

Of the various reasons that prevent employees from doing their jobs, financial stress is one of the most common. A survey by Work Place Options revealed that 87% of employed workers report experiencing some level of stress or anxiety due to their personal financial situation. In many companies, employers or supervisors view financial stress not as a functional distraction but as a personal issue of low impact. Surveys show the opposite: 85% of office workers say they sometimes use their time at least during the workday to deal with personal finances, and 41% say they do so several times a day. 56% believe the job performance of their colleagues and employees is affected by financial pressures "Traditionally, employers have viewed employees' financial concerns as personal issues that do not significantly impact the bottom line," said Dean Debnam, CEO of Work Place Options. "This attitude is clearly misleading – employees' financial stress can Impacting productivity in businesses of all types and sizes." The vast majority of employees faced financial

difficulties, with the company losing nearly N400,000 per employee. Financial stress includes worries about retirement, down payments, previous loans, rent and other monthly bills, and a lack of emergency savings. According to PwC, only 43% of people "believe they can retire when they want." The report also shows that 37% of employees said they "spend three or more hours a day thinking about how to deal with personal financial issues" and that "personal financial issues are a distraction from work." Staff at Oaken Events Limited admit they worry about their personal

finances at work, with almost all worrying more than five times a week. A closer look at a majority of employees shows that more than three-quarters admit that lack of health management plans, delayed/irregular paychecks are major factors affecting their stress (Chigbu).

**Figure 2:** Growing financial stress



**source:** Graphic adapted from "The Business Case for a Healthy Workplace" produced by Industrial Accident and Prevention Association / [www.uml.edu/](http://www.uml.edu/)

### 2.3 Job dissatisfaction

Job dissatisfaction is a common experience among employees, with some opting to seek better opportunities elsewhere while others remain discontented. This dissatisfaction can have detrimental effects on a company as dissatisfied employees typically exhibit low motivation, poor performance, and negative attitudes. These sentiments can permeate throughout departments, impacting overall productivity and

the company's financial performance. Managers who invest time in understanding the root causes of job dissatisfaction can often implement effective solutions to transform unhappy employees into motivated contributors.

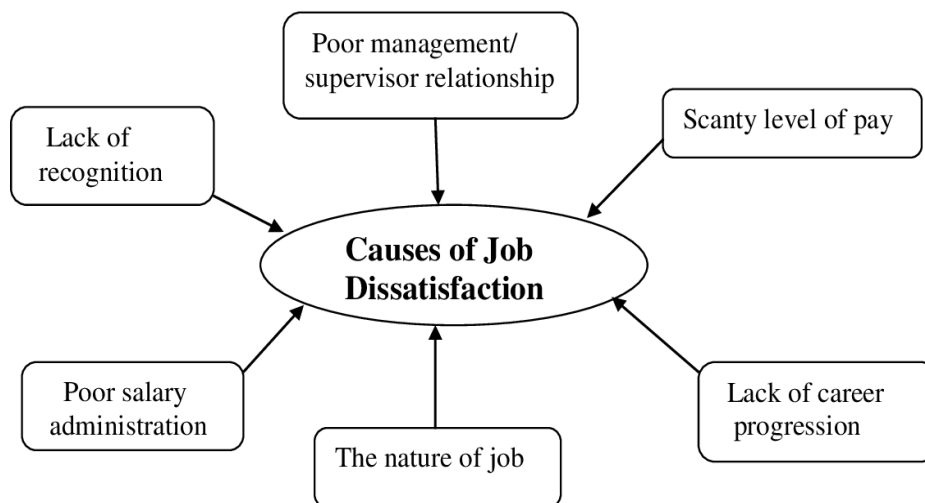
One prevalent cause of job dissatisfaction stems from inadequate compensation. When employees feel underpaid, they often struggle to meet basic needs, leading to financial strain and dissatisfaction. This not only affects their morale but also impacts their overall job satisfaction and performance (Jaradat, 2020).

Job dissatisfaction occurs when employees are unhappy with their work tasks, often resulting in feeling overwhelmed and wanting to escape the working environment. This resentment can suspend working relationships and lead to negative consequences such as increased absenteeism,

fatigue, and more task errors. Ultimately, this may lead an employee to consider terminating their employment by resigning or looking for opportunities elsewhere. Research shows that unhappy employees may exhibit withdrawn behaviors such as withdrawal, which may put

additional pressure on workplace relationships. In addition, continued career resentment may lead to a sense of helplessness and devaluation, may lead to the development of personality disorders or other health problems, and make employees consider leaving the current working relationship. Research also shows that a variety of factors can affect job satisfaction, for example, the level of education, individuals with higher education may suffer less job satisfaction than their less educated colleagues, which can further affect work relationships within the organization (AKETCH, 2021)

**Figure 3: Causes of job dissatisfaction**



**source: A case of Mining Companies in the [Bibiani – Anhwiaso – Bekwai District]**

**in the Western Region\ [www.semanticscholar.org/](http://www.semanticscholar.org/)**

Job dissatisfaction can stem from various factors, each influencing an individual's overall satisfaction with their work environment. Here are some common causes of job dissatisfaction along with brief analyses:

### **Poor Management**

Inadequate leadership, lack of support, unclear expectations, and micromanagement can lead to frustration and dissatisfaction among employees. When employees feel unsupported or undervalued by their managers, it can negatively impact their motivation and morale.

**Limited Growth Opportunities:** Employees often seek opportunities for career advancement and professional development. When these avenues are limited within an organization, employees may feel stagnant and unfulfilled, leading to dissatisfaction and potentially turnover.

### **Low Pay and Benefits**

Compensation is a significant factor in job satisfaction. Employees who perceive their pay and benefits as inadequate compared to their efforts and industry standards may experience dissatisfaction. This can be exacerbated by inflation or rising living costs without corresponding adjustments in compensation.

### **Workload and Stress**

Excessive workload, tight deadlines, and high levels of stress can contribute to job dissatisfaction. When employees feel overwhelmed or burnt out, their job satisfaction diminishes, impacting their overall well-being and productivity.

**Lack of Recognition and Appreciation:** Employees desire recognition and appreciation for their contributions. When their efforts go unnoticed or unacknowledged, it can lead to feelings of undervaluation and demotivation, ultimately resulting in job dissatisfaction.

### **Poor Work-Life Balance**

Maintaining a healthy balance between work and personal life is crucial for employee satisfaction. Organizations that impose excessive working hours, discourage flexibility, or fail to accommodate personal needs may contribute to dissatisfaction among employees.

**Job Insecurity:** Uncertainty about job stability, layoffs, or restructuring can create anxiety and job dissatisfaction. Employees may feel demotivated and disengaged if they perceive their jobs as precarious or unstable.

### **Lack of Autonomy and Control**

Employees value autonomy and control over their work processes and decision-making. When individuals feel micromanaged or constrained by rigid protocols, they may experience dissatisfaction due to a perceived lack of empowerment and trust.

Understanding and addressing these factors are essential for organizations to mitigate job dissatisfaction and promote a positive work environment. By actively listening to employee feedback, offering opportunities for growth and development, providing competitive

compensation and benefits, fostering a supportive management culture, and promoting work-life balance, organizations can enhance job satisfaction and employee retention.

### **Section 3: Strategies to mitigate negative impact and enhance professional performance**

Professionals often face different challenges in the workplace that can negatively affect their performance and well-being. From heavy workload and tight deadlines to interpersonal disputes and organizational changes, the pressures of modern workplaces can affect individuals' productivity and effectiveness. However, in the midst of these challenges, there are strategies that individuals can use to mitigate the negative impact and enhance their professional performance.

We mention them

#### **3.1 Training and development**

In this changing environment "learning" refers to employees or groups acquiring knowledge to apply in their roles enabling them to make decisions and complete tasks, for the organization's success. The concept of "knowledge" encompasses not just what individuals or teams know but also includes procedures, tools and practices. Knowledge can take two forms; knowledge that can be formalized and shared and tacit knowledge rooted in experience that is more difficult to explain to others. There are two ways knowledge can show up; explicit, which can be put into terms written down and shared and tacit which comes from experience and is hard to explain to others.

As, per Noe in order for the training department in an organization to successfully carry out learning plans specific important skills are necessary. These skills are crucial for making sure that training activities match the organizations goals and help, in the growth and achievement of employees.

The implementation of an effective staff training and development program can provide businesses with a number of important benefits, including enhancing employee satisfaction and morale, increasing employee motivation, improving operational efficiency, and generating substantial financial gains. The ability to adopt new technologies and methods, develop strategies and products, reduce staff turnover, and manage risk (Gutterman, 2023).

There are several types of training and development programs you can consider

##### **3.1.1 Classroom training**

Training remains a prevailing way for companies to train, develop and increase their competencies, as it provides an orderly and interactive learning environment. Through collaborative discussions and guidance from experienced trainers, staff members have the

opportunity to effectively acquire knowledge that contributes to the organization's increased productivity. (Wong, 2023)

### **3.1.2 E-learning and online courses**

Organizations are increasingly resorting to online training or so-called tele-training to invest in the growth and success of their employees. E-learning provides more flexibility and comfort for employees to enhance their skills and develop their skills knowledge at their own pace, anytime, anywhere. (Wong, 2023)

Due to easy access to online learning, organizations can address shortcomings and skills gaps or retrain staff on specific job roles by participating in a wide range of courses. To integrate interactive modules, tests and evaluations to ensure effective learning outcomes and all this ensures technological development.

### **3.1.3 On-the-job training**

(OJT) is an essential part of any employee's employment and development. While the primary benefit of using OJT is to use existing resources to train employees to perform their jobs fully and thoroughly, it also has other organizational value. Studies have shown that on-the-job training is closely linked to increased creativity and innovation, achieving organizational goals, and improving the overall quality of work. Research also indicates that about 80 to 90 per cent of an employee's work skills are learned through OJT (Montgomery, 2021).

Here are three key benefits of this type of training:

**Practical Learning:** Provides hands-on experience that you can't replicate in a classroom setting.

**Immediate Feedback:** Employees receive immediate feedback from supervisors or mentors. Directs can make adjustments and improve their performance in real-time.

**Tailored Development:** Training can be customized to each employee's specific needs and goals through a personalized training plan, ensuring that employees receive targeted skills training and development opportunities that align with their career aspirations.

Investing in on-the-job training is crucial for employee growth and development, ultimately contributing to the overall success of the organization. (Wong, 2023)

## **3.2 Flexible work systems**

Flexible working arrangements (FWAs) are designed to provide flexibility in both hours and location of work, ultimately aiming to enhance work-life balance for employees. These arrangements are subject to approval based on mutual convenience for both the organization and

the staff member, while also considering the workload of the relevant office. Requesting and approving FWAs are voluntary actions, reflecting a collaborative effort between the staff member and the organization.

The effectiveness of FWAs hinges on several underlying conditions, including trust, responsibility, productivity, flexibility, planning, and communication. These arrangements prioritize managing based on deliverables rather than exerting control over presence in the workplace. Importantly, conditions of service and entitlements such as salary, annual leave, and sick leave remain unaffected by FWAs.

Numerous organizations, including those within the United Nations system, have embraced FWAs under various names such as staggered working hours, flextime, compressed workweeks, time off for study purposes, and teleworking. The adoption of FWAs serves multiple purposes, including employee retention, attracting new talent, reducing unplanned absenteeism, and enhancing or maintaining productivity, all while offering staff greater flexibility in managing their work schedules (Vreede, 2024)

Various forms of flexible working exist, including :

**Table 1:** Types of flexible working

Type	Description
<b>Flexible hours of work</b>	This is where you may vary your start and finish times.
<b>Compressed working weeks</b>	You may work the same number of weekly (or fortnightly or monthly) working hours, compressed into a shorter period. For example, a forty-hour week may be worked at the rate of ten hours per day for four days instead of eight hours a day for five days. Changes to salary are not required.
Time-in-lieu	You may work approved overtime and be compensated by time-in-lieu. It can include ‘flextime’ arrangements where an employee can

	work extra time over several days or weeks and then reclaim those hours as time off.
Telecommuting	You may work at a location other than the official place of work. A wide range of terms refer to working at different locations, including ‘mobile working’, ‘distributed work’, ‘virtual teams’ and ‘telework’. These are referred to collectively as ‘telecommuting’ in this toolkit. <i>Note that telecommuting is generally most effective when there is a relatively even split between time spent in the office and working elsewhere. This lessens the sense of isolation that can come from working away from the office</i>
Part-time work	A regular work pattern where you work less than full-time and are paid on a pro-rata basis for that work. Not all part-time work is necessarily flexible in nature, but it offers flexibility to workers who have other commitments or lifestyle choices that are not compatible with full-time work.
Job sharing	A full-time job role is divided into multiple job roles to be undertaken by two or more employees who are paid on a pro-rata basis for the part of the job each completes.
Purchased leave	A period of leave without pay, usually available after annual leave allocation is finished. Employers typically deduct the amount of unpaid leave from the worker’s salary either as a lump sum or averaged over the year

Unplanned leave	Informal access to leave for unanticipated or unplanned events.
Flexible careers	You are able to enter, exit and re-enter employment with the same organisation, or to increase or decrease your workload or career pace to suit different life stages. This may be particularly relevant for employees transitioning to retirement. It can also include employees who are able to take a 'gap year' early in their careers and return to work for the same employer afterwards.
Other choices	Other options about when, where and how work is done, e.g. overtime and having autonomy to decide when to take breaks during the working day.

**source:** Graham Martin, flexible working you can offer employees? 2022\ [www.worknice.com](http://www.worknice.com)

### 3.3 Employee recognition

is a multifaceted process that encompasses the timely acknowledgment of an expectations, all in alignment with the organization's overarching goals and values. It serves as a fundamental component of fostering a positive workplace culture, where appreciation is not merely a gesture but a deeply ingrained need for employees. Understanding the intricate psychology behind praising others for their good work is pivotal for any individual seeking to excel in their role, particularly within the realm of public relations where interpersonal dynamics play a crucial role. Effective employee recognition entails two critical aspects.

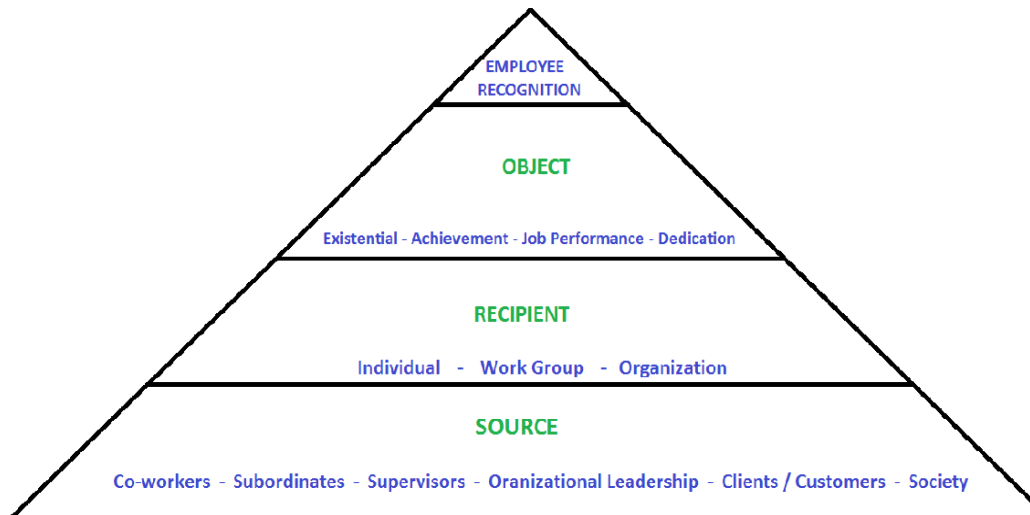
Firstly, it involves being attuned to opportunities to praise and acknowledge others for their accomplishments. This requires a receptive mindset and an active effort to identify and seize such moments, which, unfortunately, can be overlooked amidst the hustle and bustle of daily work life. Secondly, it necessitates the tangible act of expressing appreciation, whether through verbal affirmations, written commendations, or other forms of acknowledgment that resonate with the individual or team being recognized. For PR practitioners, the relevance of employee recognition extends beyond its intrinsic value within interpersonal relationships to encompass its broader

implications for organizational communication. By internalizing the principles of employee recognition, PR professionals can not only cultivate stronger working relationships but also harness its potential as a powerful communication tool. Recognizing individuals for their contributions sends a clear and impactful message not only to the recipient but also to their peers, work teams, and the broader organizational community. It serves as a tangible demonstration of the organization's values and priorities, thereby fostering a culture of appreciation and mutual respect. (Kim Harrison)

Despite its unequivocal benefits, employee recognition often remains an underutilized and undervalued management technique in many workplaces. Managers and leaders may lack the necessary guidance and support to effectively implement recognition initiatives, leading to missed opportunities and disengagement among employees. Hence, there is a compelling need for organizations to prioritize and invest in reinforcing and coaching managers in the art of employee recognition.

One practical step towards enhancing employee recognition within organizations is to incorporate relevant questions into employee surveys. By soliciting feedback on recognition practices and perceptions, organizations can gain valuable insights into areas for improvement and make informed decisions to address any deficiencies. Surveys conducted by reputable consulting firms, such as Sirota Consulting, have highlighted the pervasive gap between employee expectations and the reality of recognition in the workplace. For instance, findings revealing that only 51% of workers expressed satisfaction with the recognition they received underscore the urgent need for organizations to reassess and revamp their recognition strategies.

**Figure 4:** Conceptual levels of employee recognition



source: [Employee recognition understanding the construct, its measurement and its relationship to employee outcomes / www.semanticscholar.org/](https://www.semanticscholar.org/)

"Conceptual levels of employee recognition" typically refer to the various tiers or stages within an organization's recognition program. These levels are designed to acknowledge and reward employees for their contributions and achievements in the workplace. Employee recognition is a critical aspect of fostering a positive work environment, boosting morale, and enhancing overall employee engagement and retention.

The concept recognizes that different forms and levels of recognition are necessary to cater to the diverse needs and motivations of employees. These levels can range from informal gestures such as verbal praise or a simple thank-you note to more formalized programs such as employee of the month awards, performance bonuses, or public recognition ceremonies.

Organizations often structure their recognition programs based on these conceptual levels to ensure that employees receive appropriate acknowledgment and appreciation for their efforts. By establishing clear criteria and guidelines for each level, employers can effectively communicate expectations and encourage consistent recognition practices throughout the organization.

In summary, the conceptual levels of employee recognition provide a framework for acknowledging and rewarding employees at various stages of their professional journey, ultimately contributing to a positive workplace culture and enhanced employee satisfaction.

## Conclusion

In conclusion, the suspension of the employment relationship represents a complex phenomenon with both legal and social implications. Throughout this chapter, we have explored the legal tools

available for suspending employment contracts and the factors that influence professional performance during such suspensions.

From a legal perspective, various mechanisms exist to manage temporary disruptions in employment, providing both employers and employees with guidelines and procedures to navigate these situations effectively. These legal tools ensure fairness and compliance with labor laws while preserving the rights and responsibilities of both parties involved.

On the social front, the suspension of employment contracts can significantly impact professional performance. Factors such as psychological health, financial stress, and job dissatisfaction can exacerbate the challenges faced by individuals during these periods of uncertainty. Addressing these social factors is crucial for maintaining employee well-being and productivity.

Overall, understanding the legal and social nature of the suspension of the employment relationship is essential for employers, employees, and policymakers alike. By acknowledging the complexities inherent in these situations and implementing appropriate measures to address them, organizations can mitigate potential challenges and foster a supportive and productive work environment for all stakeholders involved.

# **CHAPTER II: THE RESEARCH METHODOLOG**

## **Introduction**

The research methodology chapter serves as the backbone of any research endeavor, providing a detailed roadmap for how the study will be conducted, data will be collected, and analysis will be performed. It elucidates the systematic approach adopted to address the research questions or objectives, ensuring the credibility and validity of the study findings. This chapter not only outlines the methods chosen but also justifies their appropriateness in relation to the research aims and objectives.

In this chapter, we delve into the intricacies of the methodologies employed, offering insights into the rationale behind their selection and the procedures involved in their execution. We elucidate the research design, whether qualitative, quantitative, or mixed-methods, and justify its suitability for the study's objectives and research questions. Additionally, we expound on the data collection techniques employed, such as surveys, interviews, observations, or document analysis, elucidating their strengths and limitations.

Furthermore, this chapter discusses the sampling techniques utilized to select participants or data sources, ensuring the representativeness and generalizability of the findings. We also address ethical considerations, detailing how ethical principles such as informed consent, confidentiality, and data protection were upheld throughout the research process.

Ultimately, the research methodology chapter serves as a comprehensive guide that not only delineates the methods employed but also underscores the rigor and integrity of the research process, laying the groundwork for robust and credible research outcomes.

## **Section 1: The research methodology**

Research methodology serves as the backbone of any scientific inquiry, providing a systematic framework for conducting investigations, gathering data, and drawing conclusions. It delineates the procedures and techniques employed by researchers to address research questions or hypotheses effectively.

At its core, research methodology encompasses the philosophical underpinnings, study design, data collection methods, and analytical strategies utilized in the research process. It acts as a roadmap guiding researchers through the intricacies of inquiry, ensuring rigor, reliability, and validity in the pursuit of knowledge.

### **1.1 The choice of methodology**

In our study on the suspension of working relationships in Algeria, we have adopted a comprehensive approach that integrates both quantitative and qualitative methodologies.

For the quantitative aspect, we are distributing a well-designed questionnaire among Civital Algeria employees to collect a wide range of data about their experiences and perceptions regarding the factors contributing to the suspension of working relationships. We will analyze this data using statistical tools such as SPSS to uncover patterns and trends, providing insights into the prevalence and significance of these factors.

Simultaneously, we are conducting qualitative interviews with key personnel at Civital Algeria to delve deeper into the motivations, perceptions, and preferences underlying the dynamics of working relationships suspension. These qualitative interviews are being analyzed using NVivo, allowing us to understand the contextual, social, and cultural influences shaping Algerian workers' attitudes and behaviors towards their professional engagements.

By synthesizing these quantitative and qualitative findings, we aim to develop a robust theoretical framework that offers a comprehensive understanding of working relationship suspension in Algeria. This interdisciplinary approach, grounded in empirical evidence and qualitative inquiry, will contribute to a deeper comprehension of workplace dynamics in the Algerian context and provide actionable insights for organizational stakeholders.

## **1.2 Epistemological field of research**

Each research endeavor is built upon a particular theoretical framework and employs a specific methodology to generate results aimed at understanding, interpreting, predicting, or transforming the phenomena under investigation. These epistemological underpinnings serve as the foundation of the research process, guiding the selection of methods, data collection techniques, and analytical approaches.

By elucidating these epistemological presuppositions, researchers gain greater control over the research process, ensuring coherence between the research questions, methodologies, and interpretations of findings. Furthermore, a clear understanding of the underlying assumptions enhances the validity and reliability of the research outcomes, enabling scholars to draw more robust conclusions and contribute meaningfully to their respective fields. (Florence Allard-Poesi, 2014).

According to the epistemological foundations of scientific research, the positivist paradigm is concerned with explaining reality, while the constructivist paradigm focuses on the construction of reality. Research that aims to understand reality falls within the interpretivist paradigm. This research is based on the assumption of an observable and measurable reality, with an emphasis

on the objectivity of the researcher. However, this reality is not considered absolute, as there is acknowledgment of a certain margin of error in research results. (M.-L Gavard-Perret, 2012)

In this context, research grounded in critical realism recognizes that while there is an objective reality, our understanding of it is mediated by various factors, including the limitations of human perception and measurement. Critical realism allows for the recognition of the existence of an external reality that exists independently of our perceptions, while also acknowledging the role of social constructs and interpretations in shaping our understanding of this reality.

By adopting critical realism, researchers can navigate the complexities of studying reality, recognizing both the objective aspects of the phenomena under investigation and the subjective interpretations and limitations inherent in the research process. This approach enables researchers to strive for objectivity while also acknowledging the inherent subjectivity and limitations in our understanding of reality. (M.-L Gavard-Perret, 2012).

## **1 Type of search**

In this subsection, the method employed to gather information and data for the research is elucidated. The choice of search type is critical as it directly influences the quality and reliability of the findings:

### **2 Field Work**

Field work was conducted as part of this study at Civital Algeria's Human Resources department, with the aim of understanding human resource management processes, evaluating factors affecting its performance, and identifying its needs. The field work was organized as follows:

#### **1.3 Preliminary Preparations**

Initial contact was made with Civital Algeria's Human Resources management for an introductory meeting to explain the purpose of my study.

Arrangements were made for the field visit, including planning the objectives and required information from the field work, as well as familiarizing myself with all facilities.

##### **1.3.1 On-Site Visit**

A visit was made to Civital Algeria's headquarters, and interactions were conducted with the Human Resources management team.

Activities and operations of the Human Resources department were reviewed, and various tasks and functions within this department were explored.

### **1.3.2 Participant Observation**

I participated in some of the daily activities and tasks of the Human Resources department, such as document preparation, management of employee files, conducting personal interviews, and learning about basic payroll procedures.

Observations and impressions during this period were documented and utilized as part of the data analysis process.

### **1.3.3 Challenges and Mitigation**

Several challenges were encountered during the fieldwork, such as fluctuations in work schedules and workload pressure.

These challenges were addressed through continuous communication with the Human Resources management team and adjusting the work schedule according to research requirements.

By completing the fieldwork at Civital Algeria, the research objectives were effectively achieved by gaining a deeper understanding of human resource management processes and documenting the challenges that may arise in this context.

## **Section 2: Presentation and Concept of Algeria Cevital Group**

Algiers Civital Group is a cornerstone of Algerian industry, embodying a legacy of innovation, flexibility and economic prosperity. Founded by visionary entrepreneur Isaad Ribrab, the group has become synonymous with the success of entrepreneurship and industrial prowess in the region. In this chapter, we will address the introduction of the company as well as its history and achievements

### **2.1 Overview of the company**

Cevital is a family-owned group that has built its success and reputation on a rich history, journey, and core values. As the first Algerian private company to invest in diversified sectors, it has traversed significant historical milestones to achieve its current size and renown from agribusiness and retail to electronics, household appliances, steel, flat glass, industrial construction, automotive, services, and media, the Cevital Group has evolved over time around the strong idea of forming an economic ensemble. With 18,000 employees spread across three continents, it represents the flagship of the Algerian economy, continually striving to create jobs and wealth. Cevital Algeria stands as one of the foremost pillars of Algeria's industrial landscape.

Established with a vision to drive economic growth and industrial development, Cevital has emerged as a leading private conglomerate with diversified interests spanning across various sectors, including agribusiness, manufacturing, retail, and services. Founded by entrepreneur and industrialist Issad Rebrab, Cevital has continually expanded its footprint both domestically and internationally, leveraging innovation, efficiency, and a commitment to excellence.

This table provides a comprehensive overview of the significant milestones achieved by the Cevital Group over the years, showcasing its growth and diversification across various industries

**Table 2:** The historical milestones of the group

<b>Year</b>	<b>Milestone</b>
<b>1971 du capital/Forme juridique</b>	Launch of Metal Construction
<b>1975</b>	Establishment of PROFILOR
<b>1979</b>	Acquisition of SOTECOM
<b>1984</b>	Acquisition of SACM
<b>1985</b>	Establishment of ENALUX
<b>1986</b>	Establishment of NORD METAL and METALLOR
<b>1988</b>	Creation of METAL SIDER (Steel Industry)
<b>1991</b>	Resumption of IBM activities in Algeria Establishment of the daily newspaper Liberté
<b>1997</b>	Establishment of Hyundai Motors Algeria
<b>1998</b>	Creation of CEVITAL SPA Agro-Industrial Industries
<b>2006</b>	Creation of NUMIDIS and IMMOBIS; Acquisition of COJEK
<b>2007</b>	SAMHA - Production & Distribution Samsung Creation of MFG (Flat Glass)
<b>2008</b>	NOLIS - Maritime Transport Flat Glass Marketing in Europe Creation of NUMILOG
<b>2009</b>	Increase in sugar production to 1 million tons/year
<b>2013</b>	OXXO (France)

	ALAS (Spain)
2014	BRANDT (France) AFFERPI (Italy) formerly Lucchini Piombino
2021	Establishment of New Industrial Plant
2022	Acquisition of Tech Company
2023	Launch of New Product Line

source: Official Cevital Group website or corporate reports [/www.cevital.co](http://www.cevital.co)

### 2.1.1 Business Organization.

- **Organizational chart of the company**

The Cevital Group is organized into two primary functions: administrative and technical. Each of these functions is further subdivided into divisions, which consist of several departments. The administrative functions handle personnel document and record management, budget preparation, and internal conflict resolution, while the technical functions are responsible for production, sales, and transportation.

This division into divisions and departments allows the Cevital Group to conduct its activities efficiently and in a structured manner. It ensures clear allocation of responsibilities and tasks, facilitating optimal coordination among different departments and services. Moreover, it enables efficient resource management and quick decision-making, contributing to the company's success and continuous growth.

### 2.1.2 The structure and organization of CEVITAL

CEVITAL's organizational structure consists of various directorates, each with specific responsibilities:

- **Marketing Directorate**

The Marketing Directorate is tasked with managing CEVITAL's brands and product ranges to achieve the company's strategic objectives. This involves leveraging deep insights into consumer behavior, market trends, and competitive dynamics. The marketing teams generate recommendations for product innovation, renovations, and advertising strategies. They closely monitor international markets to identify opportunities and threats. Moreover, they coordinate cross-functional project groups, involving Development, Industrial, Procurement, Commercial, and Finance departments, to ensure the successful implementation of marketing initiatives from conception to launch.

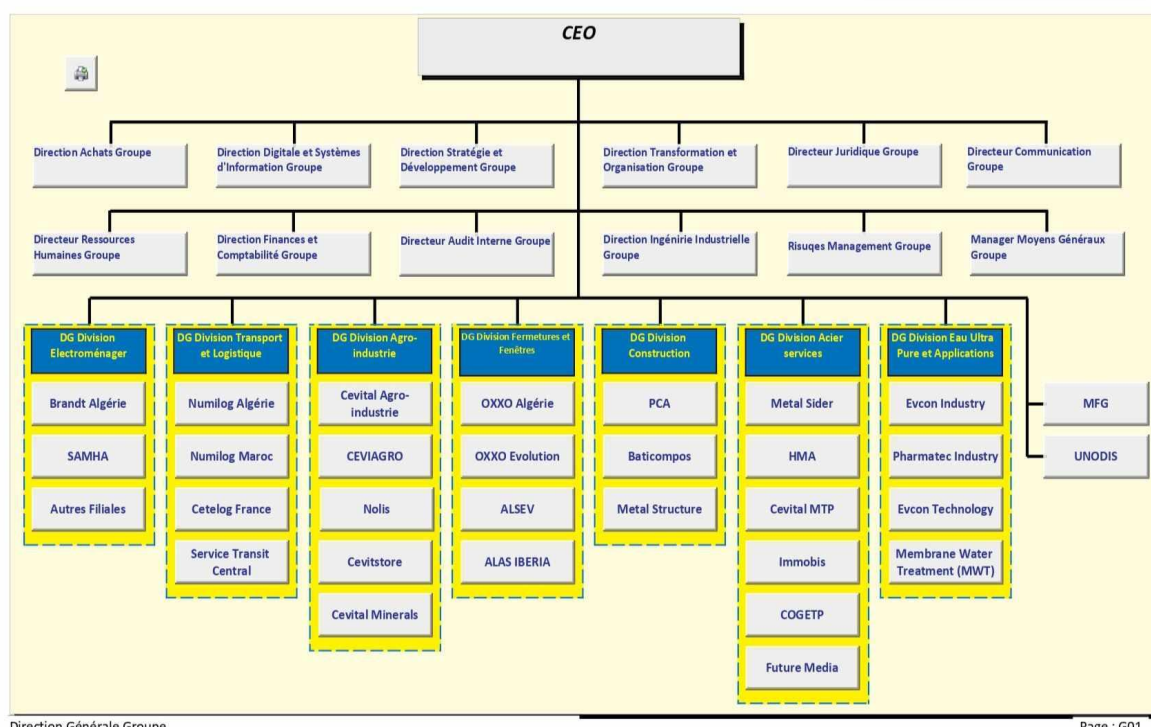
- **Sales Department**

The Sales Department is responsible for marketing all product ranges and expanding CEVITAL's customer base. It plays a pivotal role in developing and nurturing client relationships, employing effective sales techniques to drive revenue growth. Direct engagement with customers enables the Sales Department to understand their needs and preferences, thereby tailoring offerings to meet market demands effectively.

- **Finance and Accounting Directorate (FC)**

The Finance and Accounting Directorate is entrusted with various financial management tasks critical to CEVITAL's fiscal health. This includes the preparation and periodic updating of budgets, ensuring adherence to financial reporting standards, and conducting rigorous management control processes. Additionally, the FC Directorate oversees the maintenance of accounting records and the preparation of financial statements. Through comprehensive financial analysis and reporting, it provides valuable insights to support strategic decision-making across the organization.

**Figure 5 : Organizational chart of Civital Algeria**



**source:** internal company document

In the multidimensional structure of Civital Algiers, there are multiple classifications of sections and units within the company based on various factors such as functions, geographical areas, products, operations, or even target groups and markets. This type of structure also includes the classification of various sections and units to enable effective cooperation and information sharing between them.

For example, there are modular departments related to products or services provided by the company, such as production department, marketing department, R&D department. Besides, there are other classifications based on functions such as management, human resources, finance, and technology. By tabulating the multidimensional structure, the company achieves better coordination between different departments and units, thereby enhancing work efficiency and making more influential decisions.

As a vital part of the organizational planning process, the multidimensional organizational structure helps to achieve the company's objectives more effectively, in coordination between the different divisions and units and in achieving process integration. The effective use of this type of structure contributes to improved productivity and enhanced interaction and collaboration within the organization

As a vital part of the organizational planning process, the multidimensional organizational structure helps to achieve the company's objectives more effectively, in coordination between the different divisions and units and in achieving process integration. The effective use of this type of structure contributes to improved productivity and enhanced interaction and collaboration within the organization.

### **2.1.3 Presentation of the Human Resources Department**

The Human Resources Directorate is responsible for the comprehensive management of CEVITAL's human capital. This encompasses a wide range of functions, including recruitment, training and development, employee relations, performance management, and compensation and benefits administration. The HR Directorate plays a pivotal role in fostering a positive organizational culture, nurturing talent, and ensuring alignment between employees' skills and organizational goals. Through effective HR practices, it seeks to optimize employee engagement, productivity, and retention, thereby contributing to CEVITAL's overall success.

### **2.1.4 Definition and Proposal of Resource Management Principles**

In alignment with CEVITAL's business objectives and Group HR policy, we propose the following principles for effective human resource management:

- **Quality Administrative Support**

Provide high-quality administrative support to all CEVITAL Food staff, ensuring smooth operations and efficient processes.

- **Social Activities Management:** Oversee and manage social activities within the organization, fostering a positive work environment and employee well-being.

- **HR Management Assistance:** Offer comprehensive support to general management and managers on all aspects of human resources management, including the establishment and mastery of procedures.
- **Recruitment and Career Management:** Take charge of recruitment processes and identify mobility needs within the organization. Manage career development initiatives to align with business objectives and employee aspirations.
- **Performance and Compensation Management:** Implement robust performance management systems and ensure fair and competitive compensation practices to motivate and retain talent.
- **Training and Development:** Develop and implement training programs to enhance employee skills and capabilities, driving continuous learning and professional growth.

**Disciplinary Action Support:** Assist general management and managers in handling disciplinary actions effectively and fairly, maintaining a positive work environment.

- **Communication Development:**

Collaborate with the Branch to develop communication strategies that enhance employee engagement and commitment to organizational objectives.

Regarding other departments:

- **QHSE Management:**

- ✓ Establish, maintain, and improve management systems to meet international standards.
- ✓ Ensure compliance with product, environmental, and regulatory requirements.
- ✓ Guarantee personnel safety and facility sustainability.
- ✓ Conduct quality assurance of all CEVITAL products and address customer requirements.

- **Information System Directorate:**

- ✓ Provide necessary IT resources to support and enhance company activities, strategies, and performance.
- ✓ Ensure coherence, upgrading, technical expertise, and availability of IT and communication means.
- ✓ Define necessary changes based on company objectives and new technologies.

- **Logistics Department:**

- ✓ Manage shipment of finished products to customers, ensuring timely delivery and efficient logistics operations.
- ✓ Coordinate with distribution and storage departments to optimize logistics activities according to planning and demand.

These proposed principles and responsibilities aim to ensure effective resource management across

CEVITAL, supporting business objectives and upholding organizational values.

### **2.1.5 Human Resources Division Organizational Chart**

The organizational chart of the Human Resources Division of Cevital Algeria reflects the organizational structure responsible for the strategic management of human capital within the company. Under the direction of the Human Resources Director, several key departments are in charge of various essential functions.

First of all, the Recruitment and Talent Acquisition department is responsible for identifying, recruiting and integrating the best talent to meet the operational needs of the company. This includes the Hiring Manager, Hiring Managers and Talent Acquisition Manager.

Next, the Department of Training and Development is responsible for skills development and professional development of employees. Under the supervision of the Training Manager,

Trainers and the Professional Development Officer ensure that employees have the skills to excel in their roles.

Performance Management is also a crucial element of the Human Resources Division, ensuring regular monitoring of employee performance, setting goals and providing constructive feedback to foster continuous improvement.

Occupational Health and Safety is a top priority, with a department dedicated to the protection and well-being of employees in the workplace, led by the Occupational Health and Safety Manager.

The Labour Relations and Compliance department ensures compliance with labour laws and regulations, while maintaining positive employee relations and dealing with labour relations issues in a fair and transparent manner.

Finally, the Human Resources Administration manages the administrative aspects related to personnel management, including employee record keeping, benefits management and the coordination of human resources processes.

## 2.2 Presentation and Concept of Algeria Cevital Group.

**Figure 6:** Presentation of Algeria Cevital Group



**Source:** internal company document

### 2.2.1 Presentation of workforce and experience situations

We will explore workforce formation and experience attitudes within our organization, highlighting the diverse talents, skills and experiences that drive our collective success. Through a comprehensive analysis of the composition of staff, skill sets and professional backgrounds, we seek to uncover actionable insights to enhance workforce effectiveness, promote a culture of continuous learning, and drive organizational performance to new heights.

- **Staffing status by gender and number**

Group cevital Algerie has 12,381 employees, including 9,929 women and 11,452 men. In comparison, our study in the management of the complex shows 259 workers, of whom 79 are women and 180 are men. There appears to be a lack of conformity in the company's employment policy with regard to the gender criterion, with a significant gap between the number of men and women in each region

## Section 3: Data Collection Method

### 3.1 Data Collection

To gather the necessary data for the study, a multifaceted approach was adopted, utilizing various methods:

### 3.2 Library Visits

visited several libraries across different universities, including the University of Algiers 1, the National Institute of Labour, the University of Algeria 3, and the University of Law in Tibsa. These visits aimed to access relevant literature and scholarly resources related to the study's topic.

### 3.3 The PDCA cycle

also known as the Deming Cycle or the Plan-Do-Check-Act cycle, is a management method used for continuous improvement in various processes within an organization. Each phase of the cycle plays a crucial role in driving iterative improvements and ensuring the effectiveness of organizational processes. Here's an overview of each phase:

#### **Plan:**

This phase involves identifying objectives and goals, as well as outlining the steps needed to achieve them. During this stage, organizations analyze data, assess resources, and develop plans for implementation. It's about setting clear targets and defining strategies to reach them effectively.

#### **Do:**

In this phase, the plans developed in the previous step are put into action. This could involve implementing new processes, procedures, or strategies. It's important to ensure that everyone involved understands their roles and responsibilities during this phase. Action plans are executed, and resources are deployed according to the established plan.

#### **Check:**

Once the implementation is complete, the next step is to evaluate the outcomes and compare them against the objectives set in the planning phase. This involves collecting data, measuring performance, and assessing whether the desired results have been achieved. Checking also involves analyzing any deviations or discrepancies and identifying potential areas for improvement.

**Act:** Based on the findings from the checking phase, appropriate actions are taken to adjust and improve the process. This could involve refining strategies, making necessary changes to procedures, reallocating resources, or providing additional training. The goal of this phase is to incorporate lessons learned from the evaluation process and make continuous enhancements to drive ongoing improvement.

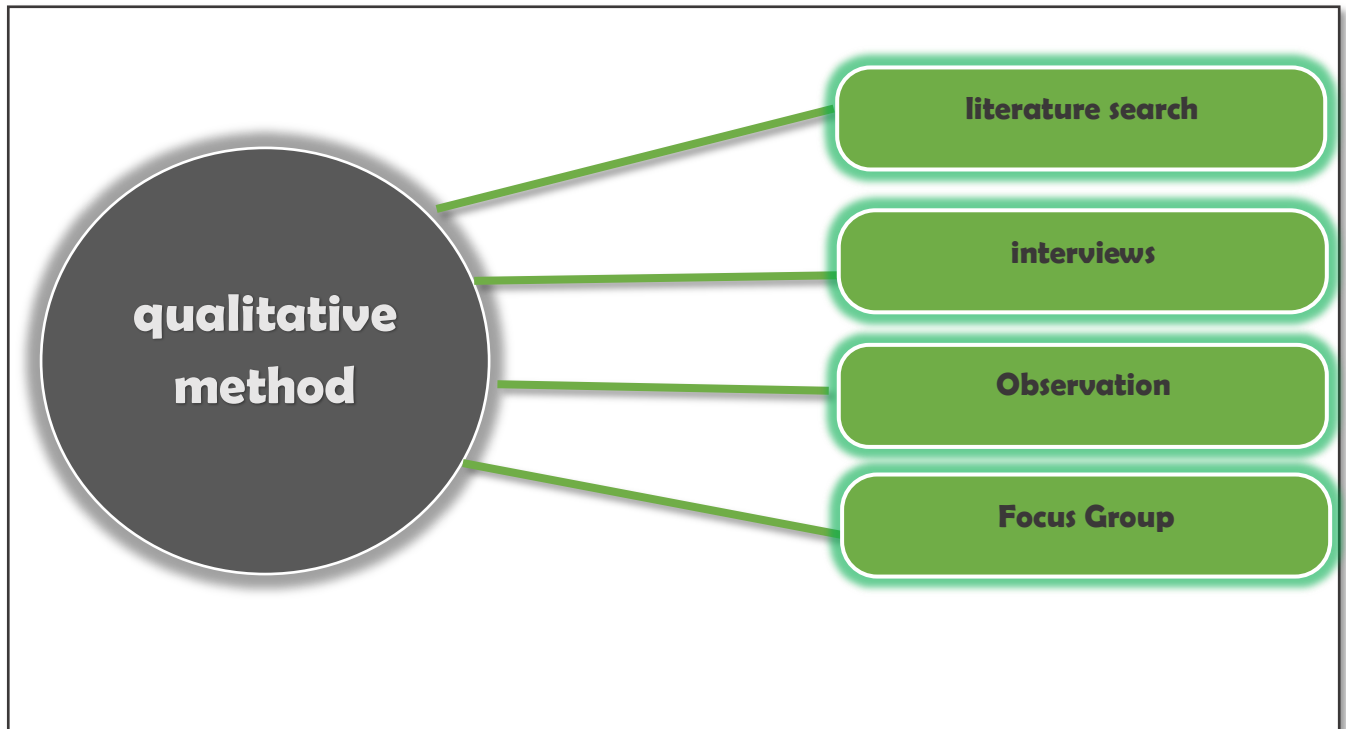
The PDCA cycle is iterative, meaning that once the "Act" phase is completed, the cycle begins again with the planning of the next improvement cycle. This continuous loop of planning, doing, checking, and acting allows organizations to adapt to changing circumstances, optimize their processes, and drive ongoing improvement in pursuit of their goals and objectives.

### 3.4 The qualitative approach

in research aims to delve deeply into social phenomena to understand their complexity and diversity. It adopts a holistic and comprehensive perspective, considering the richness of human experiences. To collect data, this method utilizes various techniques such as observation, interviews, and document analysis. Unlike deductive approaches, it analyzes data inductively, building categories and theories from observations and interactions with participants.

Qualitative methods are widely used in many fields such as psychology, sociology, anthropology, education sciences, public health, marketing, and social sciences. They offer in-depth exploration of human experiences and allow participants to share their perspectives, thus providing rich and detailed information on the phenomena under study. (Creswel & John, 2018)

**Figure 7:** Outils de collecte de données qualitatives



**Source:** ourselves after reading the book of (Cruz, 2016)

We've chosen to utilize a qualitative approach in our study because it provides several advantages for comprehensively understanding our research topic. Unlike quantitative methods that focus on numerical data and statistical analysis, qualitative research allows us to explore the intricacies and nuances of our subject matter. By employing techniques such as interviews, observations, and document analysis, we can gather rich and detailed insights into the thoughts, feelings, and experiences of individuals involved in our study.

This approach enables us to go beyond surface-level observations and delve into the underlying meanings and contexts that shape people's behaviors and perspectives. It allows us to capture the complexity and diversity inherent in human experiences, providing a more holistic understanding of the phenomena under investigation.

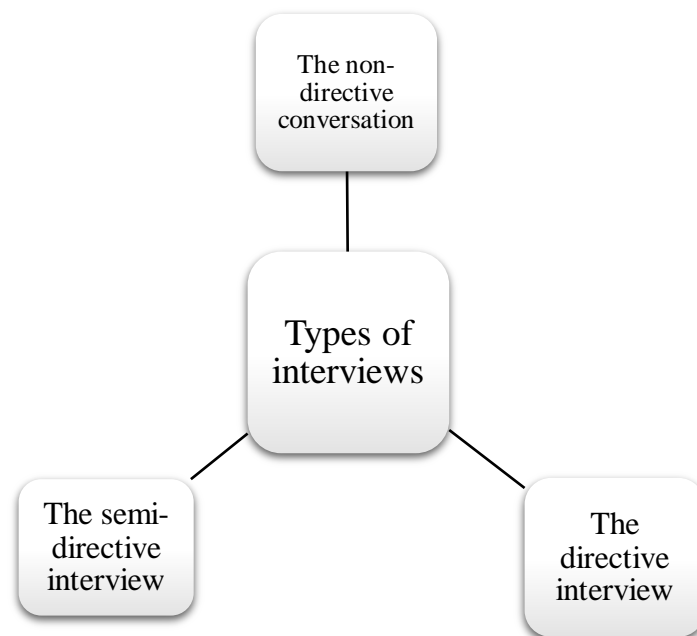
Moreover, qualitative research is particularly well-suited for exploring new or emerging topics where little existing research exists. It allows us to adapt our methods dynamically as we uncover new insights and perspectives throughout the research process.

### 3.4.1 Personal Interviews

A series of personal interviews were conducted with a selected sample of workers and officials, such as the Director of Human Resources, Public Relations, and External Relations. These interviews provided valuable insights into the experiences and perspectives of individuals directly involved in employment relations.

Structured interview techniques were employed to ensure systematic questioning and accurate information retrieval. Recordings of interviews, with participants' consent, were later analyzed using NVivo software to identify key themes and trends.

**Figure 8:** Types of interviews



**Source:** ourselves after reading the book of (Cruz, 2016)

In our study, we opted to utilize semi-structured interviews to gather data in a more comprehensive and detailed manner. This approach provided us with flexibility in question formulation, allowing for a nuanced exploration of participants' work practices. Specifically, we conducted individual interviews with managers to delve into the practical application of standards within their professional contexts. During these interviews, our questions were tailored to elicit specific insights into the implementation of standards and any encountered obstacles.

Additionally, we sought the opinions of participants regarding the impact of employment relations suspension on job performance. Through these semi-structured interviews, we were able to gather rich qualitative data, offering a deep understanding of the challenges faced by officials in this field.

### **3.4.2 Interview guide**

The semi-structured interview guide consists of a set of open-ended questions, possibly including closed questions, prepared before the interview to gather information in a targeted and organized manner. This guide ensures that the questions posed are consistent with the study's objectives while allowing the interviewee the freedom to express themselves naturally and freely. This method is commonly used in qualitative research, particularly in social sciences, to obtain rich and organized qualitative data.

To conduct interviews effectively, we conducted several interviews to assess the impact of suspending employment relations on job performance within the company "Civital." The questions in the guide were inspired by specific requirements, and we integrated them to guide our assessment, which comprises several specific topics.

#### **A. Introduction and Orientation**

At the onset of our engagement, we initiated a mutual introduction and exchange of presentations, fostering a conducive environment for familiarity and comfort. This initial phase facilitated a discussion regarding our respective expectations and objectives for the upcoming interview, laying a solid foundation for our subsequent dialogue.

#### **B. Purpose of the Interview**

In this stage, we meticulously delineated the objectives of our study, elucidating its significance and articulating the desired outcomes. Furthermore, we delineated a structured framework for the impending discourse, ensuring that participants comprehended the contextual backdrop and pertinent issues of our investigation. Addressing any queries or apprehensions participants may have had regarding the study and its objectives was also an integral component of this phase.

#### **C. Characteristics of Interviewees**

Our selection process entailed a meticulous curation of five individuals based on their aptitudes and expertise in the pertinent domain. Various criteria were considered to identify the most qualified candidates, encompassing their professional acumen and technical proficiency.

The table below outlines the individuals selected for the interviews:

**Table 3** : List of interviewees

Number	Position Held	Date	Time
1	Operations Manager	25/04/2024	35 min
2	Experienced staff member	25/04/2024	20 min
3	HR manager	26/04/2024	30 min
4	PR Manager	13/05/2024	25 min
5	The official responsible for labor relations	14/05/2024	20 min

**Source:** ourselves

#### **D. Questionnaires**

A questionnaire was designed to collect data from a broader sample of workers. The questionnaire comprised a mix of open-ended and closed-ended questions to gather diverse perspectives and insights. These questionnaires were distributed electronically or via pen and paper, accommodating participants' preferences for data collection. The data collected through questionnaires were subjected to statistical analysis using SPSS software to identify patterns and relationships among variables.

#### **E. Data Verification**

To ensure the accuracy and reliability of the collected data, several verification methods were employed. This included reviewing interviews and questionnaires to confirm that all questions were answered comprehensively and accurately. By verifying the integrity of the data, the validity of subsequent analyses and conclusions drawn from the study was strengthened.

Overall, employing a combination of library research, personal interviews, and questionnaires allowed for a comprehensive data collection process. This approach facilitated a deeper understanding of the subject matter and provided a robust foundation for analyzing and interpreting the findings of the study.

# **CHAPTER III: ANALYSE RESULTS AND DISCUSSION**

## **Introduction**

In today's dynamic and competitive business environment, organizations face a myriad of challenges that significantly impact staff morale, job satisfaction, and overall professional performance. Among these challenges is the suspension of employment contracts, which can occur due to factors like economic downturns, regulatory restructuring, or disciplinary actions. The suspension of employment contracts often leads to temporary cessation or restriction of work-related activities, posing profound implications for employees and their work dynamics.

This study delves into the social observations regarding the impact of suspended employment contracts on employees' professional performance, with a specific case study conducted in Cevital Algeria. Cevital, being one of Algeria's largest private conglomerates, offers a compelling setting to understand how such regulatory decisions affect employees within a diverse and dynamic industrial environment.

Through this case study, we aim to explore the multifaceted effects of employment contract suspensions within the context of Cevital Algeria. By conducting in-depth interviews, surveys, and observational analyses, we seek to glean insights into the lived experiences of employees affected by contract suspensions and their perceptions of how it influences their professional performance. Additionally, we aim to scrutinize the organization's responses and existing support mechanisms to alleviate the negative impacts of contract suspensions on staff welfare and performance.

To provide a practical application of the theoretical concepts discussed in the preceding chapter, this second chapter is divided into two parts. The second section is dedicated to presenting and analyzing the results, specifically the social observation of the effect of suspended employment relationships on enterprise productivity. As we delve into this analysis, we will naturally commence by introducing the company at the heart of our study

## **Section 01: Interpretation of Interview Results**

### **1.1. Objective of the interviews**

Our aim in conducting interviews was to understand the impact of suspending work relationships on job performance. Using NVIVO software, we effectively and comprehensively interpreted the interview responses. Each interviewee was handled independently, allowing us to grasp both the differences and similarities in their responses. Through text analysis tools, we identified recurring themes and emerging patterns, enabling us to extract valuable insights to enhance our understanding of the perspectives and opinions of the interviewed individuals.



comprehensive cloud, visually representing the key themes, recurring phrases, and significant points highlighted during the interview. This cloud serves as a condensed yet informative representation of the insights gained from the interview, facilitating a clearer understanding of the Director's perspectives and contributions to our research.

**Figure 10:** the word cloud interview case 2



**Source:** ourselves using NVIVO software

The following cloud contained several important words such as:

**Company:** The repetition of this word suggests a focus on the organization itself and how its actions or policies might contribute to or be affected by suspended work relationships.

**Events:** This word indicates a potential focus on corporate events or activities and their role in maintaining or affecting work relationships. Events could serve as platforms for relationship-building or could be impacted by strained relationships.

**Clients:** The repetition of "clients" suggests a consideration of how suspended work relationships might affect client interactions and, subsequently, business outcomes. This could encompass issues like customer satisfaction and retention.

**Misleading:** This word stands out as it suggests a potential concern or observation regarding communication or information within the organization. It may indicate a perceived discrepancy between what is communicated and the reality of the situation, which could be linked to the suspension of work relationships.

- **Case of the interviewee 03**

After dedicating time to meaningful conversations and attentively listening to seasoned professionals in the field, we meticulously synthesized and organized their recommendations



After concluding our meetings and interviews with the COO, we proceeded to analyze their responses. This analysis enabled us to generate the following point cloud, capturing the key insights and themes derived from our discussions with the COO.

**Figure 12:** the word cloud interview case 4



Source: ourselves using NVIVO software

I also noticed the repeat of several words in the next cloud.

**Cooperation:** The repetition of this word refers to the focus on collaborative efforts within the workplace and how they may be affected by pending labour relations. This could include teamwork and collaboration between departments and joint ventures.

**Plans:** The replication of "plans" refers to the consideration of strategies, initiatives or organizational objectives and how they may be affected by pending labour relations. This may include changes or modifications to current plans due to disruptions in employment relations.

**Team:** The iteration of the "team" refers to examining the dynamics of the team and how they are affected by the suspension of working relationships. This can include the effectiveness of teamwork, team cohesion and the ability to achieve common goals.

**Communication:** The recurrence of "communication" highlights the importance of effective communication within the workplace and how it can be hampered by pending working relationships. This may involve issues such as exchange of information, clarity of instructions and general flow of communications.

- **Case of the interviewee 05**

We began by utilizing a word cloud tool to visually present our research findings, starting with Interview No5, The official responsible for labor relations.

**Figure 13:** the word cloud interview case 5



**Source:** ourselves using NVIVO software

The last cloud contained several words, including:

**Conflicts:** The repetition of "conflicts" suggests a focus on issues or disagreements within the workplace. This could include discussions on interpersonal conflicts, conflicts of interest, or conflicts between different parties within the organization.

**Effective:** The recurrence of "effective" indicates a consideration of the efficiency and success of various aspects of work and communication within the workplace. This could involve discussions on effective conflict resolution strategies, effective communication methods, and effective work practices.

**Communication:** The repetition of "communication" highlights the importance of clear and efficient communication within the workplace. This could involve discussions on communication channels, techniques for improving communication, and the impact of communication on work relationships and performance.

**Work:** The recurrence of "work" suggests a focus on the tasks, responsibilities, and activities performed within the workplace. This could include discussions on workload management, task allocation, and the impact of work-related factors on relationships and performance.

**Parties:** The repetition of "parties" could refer to different entities or groups within the organization involved in work relationships or conflicts. This could include discussions on employee-employer relationships, relationships between different departments or teams, or relationships with external parties such as clients or suppliers.

## **Section 02: Interpretation of questionnaire results**

We will address the results of our recent questionnaire aimed at understanding and analysing participants' opinions and interactions regarding the impact of suspension of work relationships on career performance.

The questionnaire process involved collecting a wide range of data by using diverse methods to achieve our goals. Through a thorough and careful analysis of this data, we can now understand the main trends and conclusions emerging from the responses.

The present report will provide an overview of the questionnaire's findings, including:

### **2.1 Stability of the study tool**

The alpha-Cronbach coefficient is a measure of internal consistency within the dataset. When the alpha-Cronbach coefficient is high, it indicates that the elements in the test or questionnaire are well correlated. In other words, if the questions or elements in the study are homogeneous, the alpha-Cronbach coefficient is usually high. This is what the Alpha Cronbach coefficient of 0.848 refers to.

The alpha coefficient ranges from 0 to 1. Overall, alpha coefficient 0.7 or higher is acceptable, values above 0.8 are very good.

In our study we have a coefficient of 0.848, which is a high value that indicates a strong relationship between the elements in the study. This means that the questions or elements in the study are well aligned with each other and constantly measure the same concept or dimension That's what the table shows.

**Table 4** : Cronbach's Alpha fiability Coefficient

<b>Number of paragraphs</b>	<b>Cronbach's Alpha Coefficient</b>
18	0,848

**Source:** in function of SPSS results.

## **2.2 Questionnaire analysis**

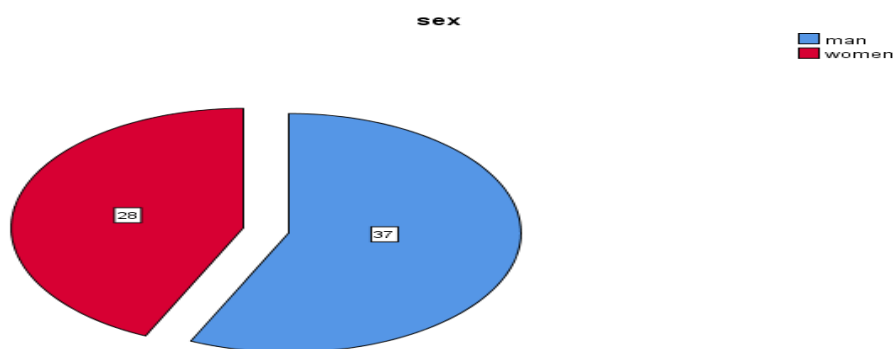
### **2.2.1 Personal data**

- **Sexe**

**Table 5:** Distribution of sample members by sex

	Fréquence	Pourcentage
<b>man</b>	37	55.9
<b>wom</b>	28	43.1
<b>Total</b>	65	100

Source: in function of SPSS results.

**Figure 14 :** Distribution of sample members sex

Source: in function of SPSS results.

Based on the provided frequency distribution table:

**Total Sample Size:** The total number of participants in the sample is 65.

Gender Distribution:

**Male (man):** There are 37 male participants in the sample, constituting approximately 55.9% of the total sample.

**Female (wom):** There are 28 female participants in the sample, making up around 43.1% of the total sample.

**Gender Disparity:** There is a slight gender disparity in the sample, with a higher proportion of male participants compared to female participants. However, the difference is not substantial, indicating a relatively balanced representation of genders in the sample.

This analysis provides insights into the gender composition of the sample, which is crucial for understanding the demographics of the study participants and interpreting the research findings accurately.

- Age

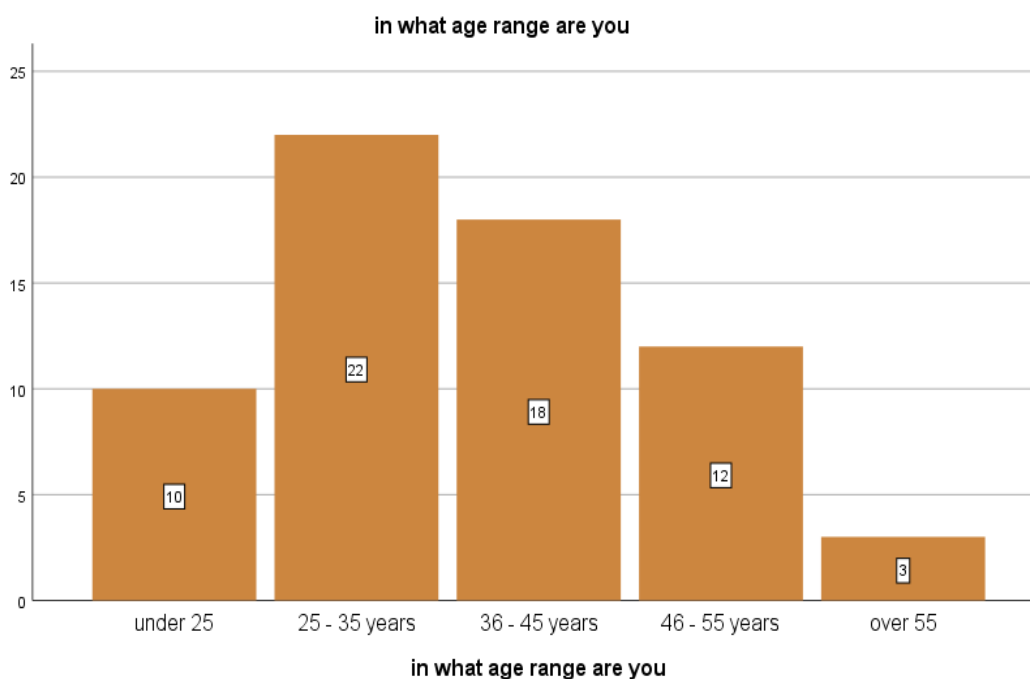
**Table 6:** Distribution of sample members by age

	Fréquence	Pourcentage
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<b>Under 25</b>	10	15.4
<b>25 - 35 years</b>	23	33.8
<b>36 - 45 years</b>	18	27.7
<b>46 - 55 years</b>	12	18.5
<b>Over 55</b>	3	4.5
<b>Total</b>	65	100

**Source:** in function of SPSS results.

**Figure 15 :** Distribution of sample members by sex



**Source:** in function of SPSS results

Based on the provided frequency distribution table:

**Age Distribution:**

**Under 25:** There are 10 participants in the sample who are under 25 years old, constituting approximately 15.4% of the total sample.

**25 - 35 years:** There are 23 participants in the sample aged between 25 and 35 years, making up around 33.8% of the total sample.

**36 - 45 years:** There are 18 participants in the sample aged between 36 and 45 years, accounting for approximately 27.7% of the total sample.

**46 - 55 years:** There are 12 participants in the sample aged between 46 and 55 years, representing about 18.5% of the total sample.

**Over 55:** There are 3 participants in the sample who are over 55 years old, comprising approximately 4.5% of the total sample.

The majority of the participants fall within the age range of 25 to 45 years, with nearly two-thirds of the sample (61.5%) belonging to this demographic segment.

Participants under 25 years old and those over 55 years old represent smaller proportions of the sample, indicating a relatively younger workforce overall.

The distribution suggests a fairly diverse age range within the sample, which is important for capturing a range of perspectives and experiences across different age groups.

This analysis provides valuable insights into the age composition of the sample, which is essential for understanding the demographic profile of the study participants and its implications for interpreting the research findings accurately.

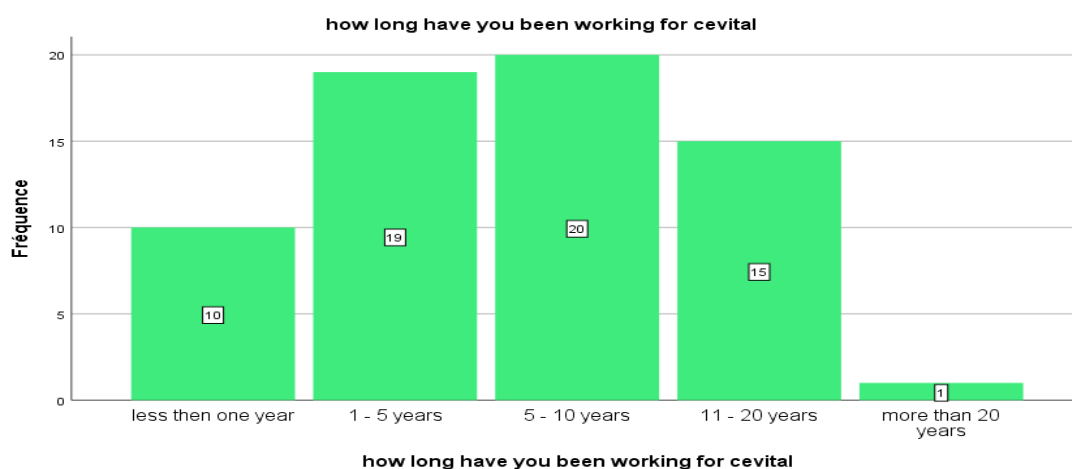
- **Working years**

**Table 7 :** Distribution of sample members by Duration of employment

	<b>Fréquence</b>	<b>Pourcentage</b>
<b>Less than one year</b>	10	15.4
<b>1 - 5 years</b>	19	29.2
<b>5 - 10 years</b>	20	30.8
<b>11 - 20 years</b>	15	23.1
<b>More than 20 years</b>	1	1.5
<b>Total</b>	52	100

**Source:** in function of SPSS results.

**Figure 16 :** Distribution of sample members by Duration of employment



**Source:** in function of SPSS results.

We conclude from earlier forms that

**Less than one year:** There are 10 participants in the sample who have been employed for less than one year, accounting for about 15.4% of the total sample.

1 to 5 years: There are 19 participants in the sample who have been employed for 1 to 5 years, accounting for about 29.2% of the total sample.

**From 5 to 10 years:** There are 20 participants in the sample who have been employed for 5 to 10 years, approximately 30.8% of the total sample.

11-20 years: There are 15 participants in the sample who have been employed for 11 to 20 years, representing about 23.1% of the total sample.

**More than 20 years:** 1 participant in the sample has been working for more than 20 years, including approximately 1.5% of the total sample.

Length of employment distribution analysis period:

The majority of participants were employed for 1 to 10 years, with about 75% of the sample falling within this range.

Participants with less than one year of recruitment experience form a relatively small part of the sample, indicating limited representation of new employees.

Similarly, participants with more than 20 years of recruitment experience are rare in the sample, indicating a lower proportion of long-term hired staff.

The distribution reflects a variety of recruitment periods among participants, which can provide valuable insights into workforce dynamics and staff retention within the organization.

This analysis provides insights into the length of work among sample participants, which is critical to understanding workforce composition and its implications for organizational stability and staff engagement.

### 2.3 Independent variable: Suspension of working relationship

Table 8 : Reasons for Suspension of Employment Contracts

		Fréquency	Pourcentage
Yes, serverly	Stick leave	13	41.5
	Maternity leave	12	
	Unpaid leave	2	
	Absence autorise	7	
Yes, to some exent		20	41.5
no		11	83.1

<b>Total</b>	65	100
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**Source:** in function of SPSS results

### 2.3.1 Reasons for Suspension of Employment Contracts

By the foregoing it can be concluded that

**Sick leave:** There are 13 participants in the sample whose work contracts have been severely suspended due to sick leave, accounting for about 20% of the total sample.

**Maternity leave:** 12 sample participants were severely suspended for work contracts due to maternity leave, accounting for about 18.5% of the total sample.

**Unpaid leave:** 2 sample participants suffered severe suspension of work contracts due to unpaid leave, representing about 3% of the total sample.

**Automated absence:** There are 7 participants in the sample who have been severely suspended for work contracts due to authorized absence, representing about 10.8% of the total sample.

Yes, to some extent: There are 20 participants in the sample who have been somewhat suspended for work contracts, accounting for about 30.8% of the total sample.

No: There are 11 participants in the sample who have not been subject to any suspension of work contracts, accounting for about 16.9% of the total sample.

Sick leave and maternity leave are the most common reasons for severe suspension of work contracts among sample participants.

Unpaid leave is less common, with a small proportion of participants experiencing this type of suspension.

A moderate number of participants suffered somewhat from the suspension of employment contracts, indicating various reasons for temporary inability to perform work duties.

Part of the participants were not subject to any suspension of employment contracts.

This analysis provides insights into the reasons for the suspension of work contracts between sample participants, which is necessary to understand the impact of this suspension on employees' satisfaction and performance.

### 2.3.2 Impact of Suspending Employment Relationship on Relationships with Direct Managers

**Table 9:** Reasons for Suspension of Employment Contracts

	<b>Fréquency</b>	<b>Pourcentage</b>
<b>Yes, serverly</b>	32	49.2
<b>Yes, to some exent</b>	19	29.2

<b>no</b>	14	21.5
<b>Total</b>	65	100

**Source:** in function of SPSS results.

There are 32 participants in the sample who believe that the suspension of their working relationship has severely affected their relationships with their direct managers, making up about 49.2% of the total sample. There are also 19 participants in the sample who believe that the suspension of their working relationship to some extent affected their relationships with their direct managers, accounting for about 29.2% of the total sample.

14 participants in the sample do not believe that suspending their working relationship affected their relationships with their direct managers, accounting for about 21.5% of the total sample.

Impact on relationships with direct managers Analysis:

A large portion of participants (about 78.4%) consider that suspending their business relationship had a certain level of influence on their relationships with their direct managers. Of these, nearly half of the participants feel that the effect was severe, suggesting the likelihood of significant stress or disruption in their relationships with their direct managers.

A lower percentage of participants (about 21.5%) see no impact on their relationships with their direct managers as a result of their suspended working relationship.

From this analysis, we conclude that suspension of working relationships can have significant effects on the dynamics between employees and their direct managers, with a large portion of participants reporting varying degrees of impact.

### 2.3.3 Decrease in Job Satisfaction

**Table 10:** Decrease in Job Satisfaction During Suspension of Employment Relationships

	<b>Fréquence</b>	<b>Pourcentage</b>
<b>Yes, serverly</b>	30	46.2
<b>Yes, to some extent</b>	25	38.5
<b>no</b>	10	15.4
<b>Total</b>	65	100

**Source:** in function of SPSS results.

During the period when working relationships were suspended, a sample of 30 participants experienced a significant drop in their job satisfaction, constituting approximately 46.2% of the

total sample. Additionally, 25 participants reported a moderate decrease in job satisfaction during this time, making up about 38.5% of the sample. Conversely, 10 participants, roughly 15.4% of the total, did not perceive any decline in their job satisfaction during the suspension period.

The vast majority of participants (around 84.7%) encountered a reduction in their job satisfaction during the period of employment relations suspension. Among them, a substantial proportion (46.2%) noted a sharp decline in job satisfaction, indicating potentially severe negative effects on their overall work experience. Another significant portion (38.5%) reported feeling somewhat dissatisfied, underscoring the widespread impact on employee morale during such suspensions. Nonetheless, a smaller segment of participants (15.4%) did not observe any decline in their job satisfaction, suggesting that the impact of employment relations suspension varies among employees.

This analysis underscores the necessity of acknowledging the influence of employment relations suspension on job satisfaction, as it evidently concerns a significant portion of the workforce. Understanding these dynamics can enable organizations to implement strategies aimed at alleviating adverse effects and improving employees' well-being and satisfaction in the workplace.

#### 2.3.4 Requests for Sick Leave for Reasons Unrelated to Health

**Table 11:** Requests for Sick Leave for Reasons Unrelated to Health

		Frequency	Pourcentage
<b>Yes, serverly</b>	<b>Family circumstance</b>	10	52.3
	<b>Workplace conflicts</b>	9	
	<b>Lack of desire to work</b>	15	
<b>Yes, to some extent</b>		28	23.1
<b>no</b>		3	12.3
<b>Total</b>		65	100

**Source:** in function of SPSS results.

A significant portion of participants (approximately 75.4%) have requested sick leave for reasons other than those specifically related to their health, indicating a variety of factors influencing their need for time off from work.

Among those, family circumstances appear to be the most common reason for requesting sick leave for reasons unrelated to health, followed by workplace conflicts and a lack of desire to work.

Additionally, a smaller proportion of participants (23.1%) have requested sick leave to some extent for reasons unrelated to health, suggesting that this issue is prevalent to varying degrees among employees.

However, a minority of participants (12.3%) have never requested sick leave for reasons unrelated to health, indicating that not all employees engage in this behavior.

This analysis highlights the complex nature of sick leave requests and the various factors that may influence employees' decisions to take time off from work for reasons other than health-related issues. Understanding these dynamics is important for organizations to address underlying causes and promote a healthy work environment.

### **3.4 Dependent variable: the performance**

#### **3.4.1 Perceived Impact of Suspension of Employment Relationship on Work**

##### **Productivity by Other Employees**

**Table 12:** Perceived Impact on Work Productivity

	<b>Fréquence</b>	<b>Pourcentage</b>
<b>Yes, severly</b>	39	60.0
<b>Yes, to some exent</b>	19	29.2
<b>no</b>	7	10.8
<b>Total</b>	65	100

**Source:** in function of SPSS results.

The majority of participants (approximately 89.2%) believe that other employees in their organization perceive that their suspension of employment relationship has had some level of impact on work productivity.

Among those, a significant portion (60.0%) believe that other employees perceive the impact as severe, indicating potentially significant disruptions to work productivity within the organization.

Additionally, a notable proportion of participants (29.2%) believe that other employees perceive the impact on work productivity to some extent, highlighting widespread recognition of the effects of suspension of employment relationships.

However, a smaller proportion of participants (10.8%) do not believe that other employees perceive any impact on work productivity as a result of their suspension of employment relationship.

#### 2.4.2 Perception of Decline in Work Quality

**Table 13:** Perception of Decline in Work Quality

	<b>Fréquence</b>	<b>Pourcentage</b>
<b>Yes, severly</b>	34	52.3
<b>Yes, to some extent</b>	21	32.3
<b>no</b>	10	15.4
<b>Total</b>	65	100

**Source:** in function of SPSS results.

The majority of participants (approximately 84.6%) have noticed some level of decline in the quality of their work during the period when employment relationships were suspended. Among those, a significant portion (52.3%) have experienced a severe decline in work quality, indicating potentially significant challenges or disruptions during the suspension period.

Additionally, a notable proportion of participants (32.3%) have noticed a decline in work quality to some extent, highlighting widespread recognition of the impact of suspension on work performance.

However, a minority of participants (15.4%) have not noticed any decline in work quality, suggesting that not all employees are equally affected by suspensions of employment relationships.

#### 2.4.3 Perception of Impact on Employee Morale

**Table 14:** Perception of Impact on Employee Morale

	<b>Frequency</b>	<b>Pourcentage</b>
<b>Agree</b>	52	80.0
<b>neutral</b>	6	9.2

<b>disagree</b>	7	10.8
<b>Total</b>	65	100

**Source:** in function of SPSS results.

The majority of participants (approximately 80.0%) believe that suspending employment relationships could lead to a decline in employee morale, indicating a widespread perception of the potential negative impact on morale.

A small proportion of participants (9.2%) are neutral on the issue, suggesting uncertainty or lack of strong opinion regarding the potential impact on morale.

However, a minority of participants (10.8%) disagree that suspending employment relationships could lead to a decline in employee morale, indicating differing perspectives on the potential consequences of such suspensions.

## 2.5 Perception of Cause of Suspension of Employment Relationships

**Table 15:** Perception of Cause of Suspension of Employment Relationships

	<b>Fréquence</b>	<b>Pourcentage</b>
<b>Agree</b>	<b>53</b>	<b>81.5</b>
<b>Neutral</b>	<b>3</b>	<b>4.6</b>
<b>Disagree</b>	<b>9</b>	<b>13.8</b>
<b>Total</b>	<b>65</b>	<b>100</b>

**Source:** in function of SPSS results.

There are 53 participants in the sample who agree that the suspension of working relationships is due to job dissatisfaction, accounting for about 81.5% of the total sample.

There are also 3 participants in the sample who are neutral as to whether the suspension of working relationships is caused by job dissatisfaction, and account for about 4.6% of the total sample. There are 9 participants in the sample who disagree that the suspension of working relationships is due to job dissatisfaction, representing about 13.8% of the total sample.

The majority of participants (about 81.5%) believe that the suspension of work relations is caused by dissatisfaction with work, suggesting a widespread perception that dissatisfaction with a job plays a role in such a suspension.

A small percentage of participants (4.6%) are impartial on this issue, indicating uncertainty or lack of strong opinion regarding the relationship between job dissatisfaction and the suspension of working relationships.

However, a minority of participants (13.8%) disagree that job dissatisfaction is the reason for the suspension of working relationships, suggesting different views on the factors contributing

to such a suspension.

This analysis highlights the perception among a large part of participants that job dissatisfaction plays a role in suspending work relationships. Understanding these perceptions can help organizations address key issues of job satisfaction and implement strategies to improve staff participation and retention.

## 2.6 Working environment

**Table 16:** prefer working in a environment characterized by active and cooperative working relationships

	<b>Fréquency</b>	<b>Pourcentage</b>
<b>Yes, serverly</b>	34	52.3
<b>Yes, to some exent</b>	27	41.5
<b>no</b>	4	6.2
<b>Total</b>	65	100

**Source: in function of SPSS results.**

The majority of respondents (52.3%) indicated a strong preference for working in an environment characterized by active and cooperative working relationships.

Additionally, 41.5% of respondents expressed a preference for such an environment, though to a lesser extent. Only a small percentage (6.2%) reported that they do not prefer working in such an environment.

The high percentage of respondents indicating a strong preference suggests that active and cooperative working relationships are valued in the workplace.

The considerable percentage of respondents with a somewhat positive preference further emphasizes the importance of fostering such a work environment.

Although a small percentage indicated no preference for this type of environment, the overwhelming majority favors it, indicating its significance for employee satisfaction and productivity, the analysis suggests that a vast majority of respondents prefer working in an environment characterized by active and cooperative working relationships, highlighting the importance of cultivating such a culture in the workplace.

**Table 17:** you felt that working in a uncomfortable and uncooperative environment might affect your job satisfaction

	<b>Fréquency</b>	<b>Pourcentage</b>
<b>Yes, serverly</b>	38	58.5
<b>Yes, to some exent</b>	21	32.3
<b>no</b>	6	9.2
<b>Total</b>	65	100

**Source:** in function of SPSS results.

58.5% of respondents indicated a strong preference for working in an environment characterized by active and cooperative working relationships.

32.3% of respondents expressed a preference for such an environment, though to a lesser extent.

9.2% of respondents reported that they do not prefer working in such an environment.

The majority of respondents (58.5%) have a strong preference for working in an environment characterized by active and cooperative working relationships.

A significant proportion (32.3%) also expressed a preference for such an environment, although to a lesser extent.

A small percentage (9.2%) indicated no preference for this type of environment.

In summary, the analysis indicates that a considerable majority of respondents favor working in an environment characterized by active and cooperative working relationships. This highlights the importance of fostering collaboration and teamwork in the workplace to enhance employee satisfaction and productivity.

**Table 18:** analyze the impact of suspending employment relationships on relationships with direct managers based on the provided data

	<b>Fréquency</b>	<b>Pourcentage</b>
<b>Yes, serverly</b>	32	49.2
<b>Yes, to some exent</b>	19	29.2
<b>No</b>	14	21.5
<b>Total</b>	65	100

**Source:** in function of SPSS results.

A significant majority of respondents (78.4%) acknowledged that suspending their employment relationship had an impact on their relationships with their direct managers, with 49.2% reporting severe effects and 29.2% reporting some extent of impact.

A smaller proportion (21.5%) stated that suspending their employment relationship did not affect their relationships with their direct managers.

In summary, the analysis suggests that the majority of respondents perceived a notable impact on their relationships with their direct managers due to the suspension of their employment relationship. This underscores the importance of considering the effects of such actions on employee-manager dynamics and workplace relationships

### **Section 03: Discussion of Results**

In this section, we will address the commentary on the conclusions reached. The analysis of the impact of employment relations suspension on job satisfaction yields valuable insights into the dynamics at play within organizations during periods of disruption. Here, we delve deeper into the conclusions drawn from the findings and provide additional commentary to contextualize their significance.

#### **3.1 Synthesis of the results obtained**

##### **3.1.1 Significance of Participants' Perception**

The finding that a significant majority of participants noticed a decline in the quality of their work during the suspension period underscores the importance of addressing this issue. It indicates that the impact of employment relationship suspension goes beyond just the absence of employees—it affects the actual quality of work produced within the organization.

##### **3.1.2 Severity of Decline**

The fact that over half of the participants reported experiencing a severe decline in work quality indicates the severity of the situation. A severe decline suggests that the work output during the suspension period may not meet the usual standards expected by the organization. This could have implications for the organization's performance, reputation, and overall effectiveness.

##### **3.1.3 Challenges and Disruptions**

By emphasizing the potential challenges and disruptions during suspension periods, we recognize that various factors may contribute to the decline in work quality. These factors could include reduced manpower, changes in work processes, increased workload for remaining employees, and uncertainty about the future. These challenges can affect employees' ability to perform their tasks effectively and efficiently.

### **3.1.4 Addressing Contributing Factors**

Identifying and addressing the contributing factors to the decline in work quality is essential for mitigating its impact. This could involve conducting a thorough analysis of the reasons behind the suspension of employment relationships, identifying any systemic issues within the organization that may be contributing to dissatisfaction or disengagement among employees, and implementing targeted interventions to address these issues. Overall, by addressing contributing factors and providing support mechanisms, organizations can help maintain productivity and work quality during periods of employment relationship suspension. This proactive approach demonstrates a commitment to supporting employees and ensuring the organization's continued success even during challenging times.

## **3.2 Perception of Impact on Employee Morale**

### **3.2.1 Widespread Perception of Negative Impact**

The finding that a significant majority of participants perceive a negative impact on employee morale during suspension periods suggests that this is a prevalent concern within the organization. This perception reflects the understanding among employees that suspensions can lead to feelings of uncertainty, stress, and disengagement, all of which can adversely affect morale.

### **3.2.2 Acknowledgment of Concerns**

By acknowledging these concerns, organizations demonstrate empathy and understanding towards their employees' experiences. This acknowledgment is crucial for fostering trust and maintaining positive relationships between employees and management, even during challenging times. It validates employees' feelings and helps them feel heard and supported.

### **3.2.3 Mitigating the Impact on Morale**

Implementing strategies to mitigate the impact on morale is essential for sustaining a positive work environment and maintaining employee well-being. Maintaining open communication channels allows employees to express their concerns, ask questions, and receive updates, which can help alleviate feelings of uncertainty and anxiety. Providing support resources, such as counseling services or employee assistance programs, offers employees access to additional support to cope with the challenges they may face during suspension periods.

## **3.3 Perception of Cause of Suspension of Employment Relationships**

### **3.3.1 Significance of Job Dissatisfaction**

The finding that a significant majority of participants perceive job dissatisfaction as a significant

factor driving employees to seek suspensions of their employment relationships highlights the importance of addressing this issue within the organization. Job dissatisfaction can manifest in various forms, including dissatisfaction with workload, compensation, career growth opportunities, work-life balance, and relationships with colleagues or managers.

### **3.3.2 Root Causes of Job Dissatisfaction**

Understanding the root causes of job dissatisfaction is essential for effectively addressing this issue. This may involve conducting employee surveys, one-on-one meetings, or focus groups to identify specific areas where employees are dissatisfied and the factors contributing to their dissatisfaction. Common root causes may include inadequate communication, lack of recognition or appreciation, insufficient support or resources, unclear expectations, or poor work conditions.

### **3.3.3 Proactive Measures**

Proactively addressing the root causes of job dissatisfaction is crucial for preventing or minimizing the need for employment relationship suspensions. This may involve implementing targeted interventions to improve areas identified as sources of dissatisfaction, such as restructuring work processes, providing additional training or development opportunities, enhancing communication channels, or revising policies or procedures to better support employee needs.

### **3.3.4 Fostering a Satisfying and Productive Work Environment**

By addressing job dissatisfaction proactively, organizations can foster a more satisfying and productive work environment for their employees. A work environment where employees feel valued, supported, and engaged is more likely to result in higher levels of job satisfaction, reduced turnover, and improved organizational performance.

Overall, understanding and addressing the root causes of job dissatisfaction is essential for preventing or minimizing the need for employment relationship suspensions and fostering a more satisfying and productive work environment. By taking proactive measures to address employee concerns and improve the overall work experience, organizations can create a positive and supportive workplace culture that contributes to the well-being and success of their employees.

## **3.4 Proposed Solutions During Employment Relationship Suspension**

Addressing the challenges posed by the suspension of labour relations requires proactive and strategic solutions to mitigate its negative effects on both staff and organizations. In this section, we explore proposed solutions aimed at navigating this complex terrain and enhancing

flexibility amid uncertainty. By identifying actionable strategies, organizations can better support their workforce and maintain their organizational effectiveness during periods of turmoil. We will address the solutions reached after an interview with the Director of Human Resources.

### **3.4.1 Fixed-term employment contracts (CDD):**

Fixed-term employment contracts (CDD) may be a potential solution during periods of suspended business relations in some cases. Here's how fixed-term employment contracts can be a solution in these contexts:

**Defined Timeframe:** Given the temporary nature of suspended business relations, fixed-term employment contracts can provide flexibility in specifying a defined period of work. Companies and employees can agree on a specific contract duration with the possibility of extension if the suspension continues.

**Temporary Alternatives:** Fixed-term employment contracts can be used to provide temporary alternatives for employees facing suspended business relations. For example, a temporary employee can be hired to cover work during the suspension period.

**Flexibility in Termination:** Since fixed-term employment contracts automatically end at the specified time, they may provide greater flexibility in terminating the employment relationship if circumstances improve or the suspension period ends.

**Employee Protection:** Fixed-term employment contracts may ensure rights and protection for employees during the suspension period, such as the right to unemployment benefits or protection from unjustified contract termination.

**Financial Stability:** In some cases, fixed-term employment contracts can provide financial stability for employees during periods of suspended business relations. Contracts may include provisions related to salaries and benefits.

### **3.4.2 Part-time work**

can be a valuable solution for employees affected by suspended business relations. By offering part-time opportunities, companies allow employees to maintain a stable income while they search for full-time employment or navigate through the period of suspension.

Part-time work involves fewer hours than a full-time position, providing employees with flexibility to allocate time for other activities such as job hunting, education, or personal commitments. This flexibility can be especially beneficial during periods of uncertainty, allowing individuals to balance their financial needs with other responsibilities.

Additionally, part-time work can offer employees the opportunity to gain valuable work experience, develop skills, and expand their professional network, which can enhance their

prospects for future employment opportunities. It also allows companies to retain experienced talent and maintain productivity levels during challenging periods without committing to full-time positions, part-time work provides a practical and flexible solution for both employers and employees during periods of suspended business relations, helping individuals to manage their financial needs while navigating through transitional phases in their careers.

### **3.5 Collaborating with recruitment agencies and temporary employment**

Companies can collaborate with recruitment agencies to provide temporary job opportunities for employees affected by suspended business relations. This can offer employees temporary employment opportunities with other companies until they are able to return to full-time work. Working with recruitment agencies allows companies to tap into a pool of candidates who are seeking short-term employment opportunities. These agencies often have access to a wide range of job openings across various industries, making it easier for employees to find temporary work suited to their skills and preferences, Temporary employment provides employees with a source of income during periods of suspended business relations, helping them to cover expenses and maintain financial stability. It also offers individuals the chance to gain new experiences, expand their professional network, and potentially transition into permanent roles in the future, collaborating with recruitment agencies and offering temporary employment opportunities can be a beneficial strategy for both companies and employees during times of uncertainty, providing temporary relief while individuals navigate through transitional periods in their careers.

### **3.6 Discussion**

One of the key implications of this perception is the importance of proactively addressing job dissatisfaction within the organization. Job dissatisfaction can have far-reaching consequences, including decreased employee morale, reduced productivity, increased turnover rates, and ultimately, a negative impact on organizational performance. By understanding the root causes of job dissatisfaction and taking proactive measures to address them, organizations can mitigate the need for employment relationship suspensions and foster a more satisfying and productive work environment.

Moreover, addressing job dissatisfaction is not only essential for preventing suspensions but also for promoting employee well-being and engagement. Employees who are satisfied with their jobs are more likely to be motivated, committed, and productive, contributing positively to organizational goals and objectives. Therefore, organizations must prioritize efforts to create a work environment where employees feel valued, supported, and fulfilled in their roles.

Another important implication of this perception is the need for effective communication and employee engagement strategies. Open and transparent communication channels can provide opportunities for employees to voice their concerns, express their needs, and provide feedback on their job experiences. By fostering a culture of communication and collaboration, organizations can better understand the factors contributing to job dissatisfaction and take proactive steps to address them before they escalate to the point of employment relationship suspension. The perception of job dissatisfaction as a significant driver of employment relationship suspensions underscores the importance of proactive measures to address underlying issues within the organization. By understanding and addressing the root causes of job dissatisfaction, organizations can create a more satisfying and productive work environment, reduce the need for suspensions, and promote the well-being and engagement of their employees.

### **3.7 Hypothesis Validity Test**

Before delving into the intricacies of conducting a Hypothesis Validity Test, it's essential to establish a clear understanding of its purpose and significance. A hypothesis validity test serves as a critical tool in the realm of research and analysis, enabling researchers to evaluate the accuracy and reliability of their hypotheses. By systematically examining the relationship between variables and determining the extent to which the observed data align with the proposed hypothesis, researchers can draw meaningful conclusions and make informed decisions.

- **first hypothesis**

Based on the data, it's evident that a large majority of respondents, totaling 89.2% (39% severely affected + 29.2% to some extent), agree that the suspension of employment relations has a negative impact on their professional productivity. This overwhelming consensus among respondents provides robust support for the hypothesis that the suspension of employment relations detrimentally affects employees' professional productivity.

Consequently, the responses gathered from the questionnaire offer substantial evidence affirming the hypothesis that the suspension of employment relations has an adverse effect on employees' professional productivity.

- **second hypothesis**

Similarly, a significant majority of respondents (81.5%) concurred on the perceived cause of suspending employment relationships. This suggests that employees have a clear understanding

of why employment relationships are being suspended, potentially influencing their morale and well-being.

a substantial portion of respondents acknowledged that suspending their employment relationship had an impact on their relationships with their direct manager. This challenges the hypothesis that such suspensions have no effect on the relationship with superiors.

Based on the provided responses, the hypothesis that suspending labor relations has no bearing on the relationship with superiors is not supported by the data. Moreover, since the suspension seems to have affected the relationship with the direct manager, it is likely to impact job satisfaction and the mental well-being of the worker, although further analysis is required to confirm this.

- **third hypothesis**

The data reveals a substantial consensus among respondents, with 81.5% agreeing that job dissatisfaction may prompt a worker to contemplate suspending employment relations. This collective agreement underscores the perceived influence of job dissatisfaction on the decision to suspend employment relations.

Hence, the findings from the responses lend support to the hypothesis that job dissatisfaction can indeed lead a worker to consider suspending employment relation

### **3.8 Limits**

We encountered several obstacles during the study's execution. Each beginning required significant investments in terms of time, resources from employees, and training. Additionally, there was a scarcity of academic sources available for our study's topic, with few prior dissertations addressing it and limited books specifically on the law. This scarcity in sources made gathering necessary information for the study challenging.

Furthermore, accessing the required documents and information from the company was difficult due to privacy constraints. The unavailability of necessary documents and data from the company made it challenging to fully and comprehensively analyze the situation, adding additional hurdles to successfully completing the study.

To overcome these obstacles, we reformulated and adjusted the plan to suit the challenges we faced. We relied on available sources as much as possible and employed appropriate research methods to analyze the available data. We also reached out to experts in the field for advice and guidance on data collection and analysis.

Despite the challenges we encountered, our continued dedication and determination to complete

the study led to valuable and insightful results. These findings will contribute to enhancing understanding of the factors influencing employment relationship suspensions and identifying necessary steps to improve the work environment and enhance employee performance.

# **GENERAL CONCLUSION**

The extensive field study conducted at Civital Company offers profound insights into the multifaceted dynamics of strained work relationships and their profound impact on both individual employee performance and broader organizational outcomes. By combining in-depth interviews with employees and managers alongside the systematic distribution of surveys among the workforce, a comprehensive understanding of the complex interplay between workplace dynamics and performance has been attained.

Foremost among the findings is the pivotal role of job satisfaction in shaping the quality of work relationships within the company. When employees experience dissatisfaction with their roles, responsibilities, or the overall work environment, it precipitates a cascade of negative consequences. Not only does it erode their engagement and motivation, but it also fosters an atmosphere of discontent that permeates interactions with colleagues and supervisors. This, in turn, diminishes the overall productivity and effectiveness of the workforce, as the synergy and collaboration necessary for optimal performance are compromised.

Moreover, strained work relationships invariably lead to a breakdown in communication and trust—a cornerstone of any healthy organizational culture. Effective communication channels serve as the lifeblood of efficient collaboration and coordination, enabling the seamless exchange of information and ideas. However, when trust is eroded and communication channels become strained, the flow of essential information is impeded, leading to misunderstandings, inefficiencies, and missed opportunities. Consequently, the ability of employees to coordinate their efforts and engage in collaborative endeavors is severely hampered, further exacerbating the decline in overall performance.

The repercussions of strained work relationships reverberate across multiple dimensions, exerting a tangible impact on the company's bottom line and long-term sustainability. Decreased productivity and a decline in the quality of work emerge as palpable outcomes, directly impinging upon the organization's overall performance and profitability. Furthermore, the transformation of the work environment into one characterized by tension and instability precipitates a host of secondary issues, including increased rates of absenteeism as employees seek to avoid conflict or discomfort.

Equally concerning is the erosion of team spirit and organizational commitment that accompanies strained work relationships. As interpersonal tensions escalate and trust deteriorates, employees may become disengaged and less invested in the company's mission and objectives. This erosion of organizational cohesion undermines the collective effort

required to achieve strategic goals effectively, further compromising the company's ability to adapt and thrive in an increasingly competitive landscape.

In light of these findings, it is incumbent upon companies to proactively address the root causes of strained work relationships, prioritizing initiatives aimed at fostering job satisfaction, enhancing communication channels, and rebuilding trust among employees and management. By investing in a strategic framework that emphasizes the cultivation of a positive and supportive work environment, organizations can unlock the full potential of their workforce, driving enhanced productivity, innovation, and long-term success.

In conclusion, the impact of strained work relationships extends far beyond individual interactions, exerting a profound influence on organizational performance and sustainability. By recognizing the critical importance of fostering positive workplace dynamics, companies can lay the foundation for a thriving organizational culture characterized by collaboration, trust, and collective achievement. Through concerted efforts to address these challenges, companies can position themselves for sustained success and resilience in an ever-evolving business landscape.

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# **ANNEXES**

## **ANNEXES A: INTERVIEW GUIDE**

## **Interview Guide**

Hello Mr ./Lady, my name is Aissaoui Maroua, I am in the second year of Human Resources Management at the Higher School of Administration (ENSM, Koléa). I would like to talk for a few minutes about my thesis on the suspension of working relationships and their impact on employees' performance.

Note: Request for authorization for audio recording of interview)

### **Topic 01: Overview of interviewees**

- Current activity/occupation
- Years of experience in their field

### **2.Suspending Employment Relationships:**

Do you believe that suspending employment relationships can affect job performance?

What factors may lead to the suspension of employment relationships in the workplace?

Do you have any personal experiences or observations regarding suspending employment relationships and its impact on job performance?

### **3. Impact of Suspending Employment Relationships on Job Performance:**

How can suspending employment relationships affect employees' job performance?

Can you provide examples of how suspending employment relationships impacts employees' performance in organizations?

### **4. Managing Suspended Employment Relationships:**

What steps can organizations take to effectively manage the suspension of employment relationships?

How can leaders and managers provide support to employees facing relationship suspensions?

### **5. Impact of Suspending Employment Relationships on the Work Environment:**

How can suspending employment relationships affect the overall work environment?

What are the positive and negative effects that suspending employment relationships can have on the team and the organization?

### **6. Suggestions for Improvement:**

Based on your knowledge, what actions can organizations take to improve employment

relationships and maintain employee performance?

**7. Additional Notes:**

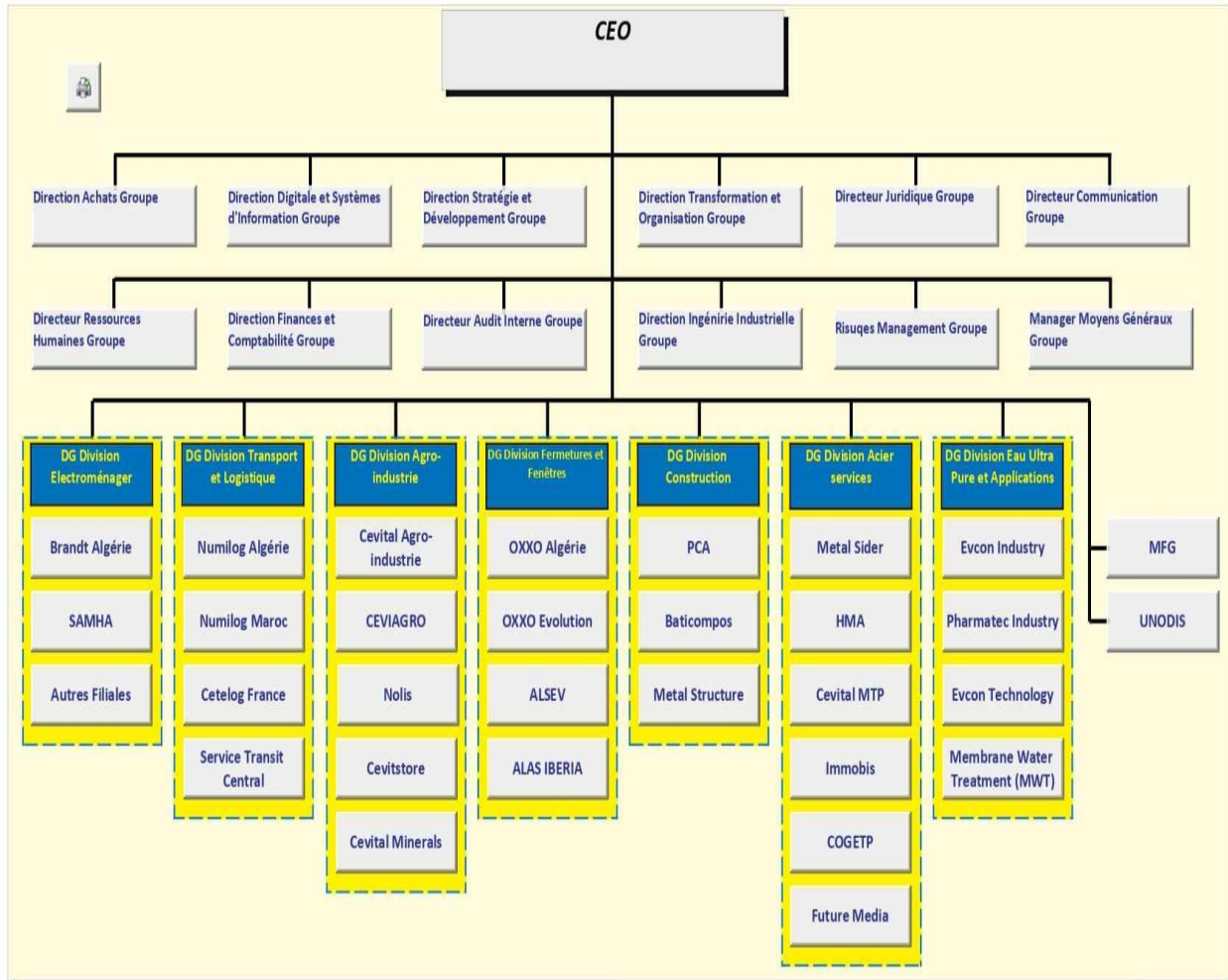
Do you have any additional comments or recommendations you would like to share?

**8. Conclusion:**

Thank you for your participation and time in this interview. We appreciate your cooperation and contribution to our research on suspending employment relationships and its impact on job performance

## **ANNEXES B: ORGANIZATIONAL CHART OF CIVITAL ALGERIA**

# Organizational chart of Civital Algeria



## **ANNEXE C : QUESTIONNAIRE**

## **1. Personal Information**

### **Sex:**

- Man
- Woman

### **Age Range:**

- Under 25
- 25 - 35 years
- 36 - 45 years
- 46 - 55 years
- Over 55

### **Years of Employment at Cevital:**

- Less than one year
- 1 to 5 years
- 5 - 10 years
- 11 - 20 years
- More than 20 years

### **Employment Relationship Suspension:**

- In the past few months, have you suspended your employment relationship?
- Yes, severely
- Yes, to some extent
- NO

### **If yes, what type of employment relationship suspension:**

- Sick leave
- Maternity leave
- Unpaid leave
- Autre... (Specify)
- Impact on Relationships and Job Satisfaction:

### **Do you believe that suspending your employment relationship has affected your relationship with your direct manager**

- Yes, severely
- Yes, to some extent
- NO

### **Have you felt a decrease in your job satisfaction during the period in which**

**employment relationships were suspended**

- Yes, severely
- Yes, to some extent
- NO

**2. Reasons for Leave and Mental Health:**

**Have you ever requested sick leave for reasons other than those specifically related to your health**

- Yes, severely
- Yes, to some extent
- NO

• **If yes, what was the reason:**

- Lack of desire to work
- Workplace conflicts
- Family circumstances

• **Did you feel a deterioration in your mental state during the period when employment relationships were suspended**

- Yes, severely
- Yes, to some extent
- NO

• **Impact on Work Environment and Productivity:**

• **Do other employees in your organization believe that your suspension of employment relationship has affected their work productivity**

- Yes, severely
- Yes, to some extent
- NO

• **Do you prefer working in an environment characterized by active and cooperative working relationships**

- Yes, severely
- Yes, to some extent
- NO

• **Have you noticed a decline in the quality of your work during the period when employment relationships were suspended**

- Yes, severely
- Yes, to some extent
- NO
- **Overall Effectiveness and Turnover:**
  
- **Do you think the suspension of employment relationships affects the overall effectiveness of the team**
- Agree
- Disagree
- Neutral
- **Do you think that suspending employment relationships could lead to an increase in turnover rates**
- Agree
- Disagree
- Neutral
- **Impact on Mental Health and Morale:**
- **Do you think that working in an environment characterized by tension and hostility affects your mental health**
- Agree
- Disagree
- Neutral
- **Do you think that suspending employment relationships could lead to a decline in employee morale**
- Agree
- Disagree
- Neutral