

**SCHOOL OF HIGHER COMMERCIAL
STUDIES**

EHEC

**A dissertation for obtaining the master degree in commercial
sciences**

Option : Management and entrepreneurship

THEME :

**The impact of remuneration on employee motivation
CASE STUDY : Sodas and beverages of Algeria**

Submitted by :

MADDI Anfel

Supervised by :

M. SETTI Zakia

Associate professor

37th promotion

Juin 2024

SCHOOL OF HIGHER COMMERCIAL STUDIES

EHEC

**A dissertation for obtaining the master degree in commercial
sciences**

Option : Management and entrepreneurship

THEME :

**The impact of remuneration on employee motivation
CASE STUDY : Sodas and beverages of Algeria**

Submitted by :

MADDI Anfel

Supervised by :

M. SETTI Zakia

Associate professor

37th promotion

Juin 2024

DEDICATION

I dedicate this work especially to my dear parents for their sacrifices, patience, and unwavering support throughout my years of study. May ALLAH keep and protect them.

To my beloved sister Abir, whose support and importance are invaluable to me, I dedicate this work with deep gratitude and affection.

I also dedicate this work to my dear brother Younes, whose encouragement and support have been a constant source of strength.

To everyone who contributed, directly or indirectly, to the completion of this modest work.

ACKNOWLEDGMENTS

At the end of my research work, I would like to sincerely thank everyone who contributed, directly or indirectly, to its completion. I hope it will serve as a guide for future students.

First and foremost, I thank ALLAH for giving me the faith, strength, and courage to complete this work under good conditions.

I also express my gratitude to my supervisor, Mrs. SETTI Zakia, for accepting to guide me, for her valuable assistance, her advice throughout the year, and for her significant contribution to this work.

I thank the members of the jury for taking the time to evaluate and examine my work.

I also extend my thanks to all the staff at SBA Company, particularly my mentor Mr. KHALFALLI Smail, for welcoming me and providing the necessary information for this research.

Finally, I express my deep gratitude to my parents, my sister and my brother who have constantly supported and encouraged me throughout the completion of this thesis.

ABSTRACT

To better understand the functioning of companies and organizations, researchers and managers have developed the concept of work motivation because they understand that it is important to encourage and motivate employees to make more efforts. Managers are more interested in the social climate and the connections between employees and their work environment, that is, the factors that promote employee engagement at work. They are also interested in the company's remuneration systems aimed at improving employee performance.

The objective of this thesis is to explain this coupling between remuneration and motivation at work see the state of the company SBA on this subject, by answering the following research question: What is the impact of remuneration on employee motivation at SBA Company?

Following our study within the company SBA, based on a sample of its employees, we will use quantitative methods to analyze the data collected from employee surveys.

We concluded that while compensation within the SBA Company has a positive impact on employee motivation and is one of the elements that contributes to that motivation, despite the fact that the current remuneration system is unsatisfactory and fails to effectively align with their expectations.

Keywords: remuneration, motivation, employees, work, , impact, management

ملخص

من أجل فهم أداء الشركات والمنظمات بشكل أفضل، طور الباحثون والمديرون مفهوم دوافع العمل لأنهم يدركون أنه من المهم تشجيع الموظفين وتحفيزهم على بذل المزيد من الجهود. يهتم المديرون أكثر بالمناخ الاجتماعي والصلات بين الموظفين وبيئة عملهم، أي العوامل التي تعزز مشاركة الموظفين في العمل. كما أنهم مهتمون بأنظمة تعويض الشركة التي تهدف إلى تحسين أداء الموظفين.

الهدف من هذا الموضوع هو شرح هذا الاقتران بين الأجر والتحفيز في العمل لمعرفة حالة الشركة SBA حول هذا الموضوع، من خلال الإجابة على الاشكالية التالية: ما هو تأثير الأجر على دوافع الموظفين داخل الشركة SBA ؟

بعد دراستنا داخل الشركة SBA ، بناءً على عينة من موظفيها، سنستخدم طرقاً كمية لتحليل البيانات التي تم جمعها من استطلاعات الموظفين

خلصنا إلى أنه في حين أن التعويض داخل شركة SBA له تأثير إيجابي على دوافع الموظفين وهو أحد العناصر التي تساهم في هذا الدافع، على الرغم من حقيقة أن نظام الأجر الحالي غير مرض ويفشل في التوافق بشكل فعال مع توقعاتهم

الكلمات المفتاحية : الأجر، التحفيز، الموظفون، العمل، الإدارة ، التأثير

RESUME

Pour mieux comprendre le fonctionnement des entreprises et des organisations, chercheurs et managers ont développé le concept de motivation au travail car ils comprennent qu'il est important d'inciter et de motiver les salariés à fournir davantage d'efforts. Les managers s'intéressent davantage au climat social et aux liens entre les employés et leur environnement de travail, c'est-à-dire aux facteurs qui favorisent l'engagement des employés au travail. Ils s'intéressent également aux systèmes de rémunération de l'entreprise visant à améliorer les performances des employés.

L'objectif de ce thème c'est d'expliquer ce couplage entre rémunération et motivation au travail voir l'état de l'entreprise SBA sur ce sujet, en répondant à la problématique suivante :

Quel est l'impact de la rémunération sur la motivation des employés au sein de l'entreprise SBA ?

Suite à notre étude au sein de l'entreprise SBA, basée sur un échantillon de ses salariés, nous utiliserons des méthodes quantitatives pour analyser les données collectées à partir des enquêtes menées auprès des employés

Nous avons conclu que bien que la rémunération au sein de l'entreprise SBA ait un impact positif sur la motivation des employés et soit l'un des éléments qui contribue à cette motivation, malgré que le système de rémunération actuel est insatisfaisant et ne parvient pas à s'aligner efficacement sur leurs attentes.

Mots-clés: rémunération, motivation, salariés, travail, SBA Alger, impact, gestion

LIST OF TABLES

Table N°1: Transport Allowance by Mileage	60
Table N°2 : Reliability Statistics.....	65
Table N°3: Distribution of respondents by gender.....	66
Table N°4: Distribution of respondents by age	67
Table N°5: Distribution of respondents by marital status	68
Table N°6: Distribution of respondents by education level	69
Table N° 7: Distribution of respondents based on family size.....	70
Table N°8: Distribution of respondents based on salary levels	71
Table N°9: Distribution of respondents by length of service	72
Table N°10: Distribution of respondents based on socioprofessional category	73
Table N°11: Distribution of Respondents by Overall Satisfaction with Remuneration.....	74
Table N°12: Distribution of Respondents' Perceptions on the Fairness of the Company's Remuneration System	74
Table N° 13: Distribution of Respondents' Expectations Met by Remuneration.....	75
Table N°14: Distribution of respondents ' Ratings on Remuneration Adequacy Relative to Skills and Experience"	76
Table N° 15: "Distribution of Workplace Motivation Levels Among Respondents"	76
Table N°16: "Distribution of Remuneration's Influence on Workplace Motivation Among Respondents"	77
Table N°17: "Distribution of Remuneration's Impact on Motivation for Quality Work Among Respondents".....	78
Table N° 18: "Distribution of Perceptions on the Motivational Impact of Bonuses and Other Benefits Among Respondents "	78
Table N°19: "Distribution of Responses on the Influence of the Current Remuneration System on Employee Retention"	79
Table N°20: "Distribution of Ratings on the Effectiveness of SBA Company's Remuneration System"	80

Table N°21: "Distribution of Perceptions on the Motivational Impact of Bonuses and Additional Benefits Among Employees"	81
Table N°22: "Comparison of Respondents' Ratings on SBA Company's Remuneration System Against Other Companies".....	81
Table N° 23: "Distribution of Satisfaction with Transparency of Remuneration Criteria Among Respondents".....	82
Table N° 24: "Distribution of Responses Regarding the Alignment of the Current Remuneration System with Professional Expectations"	83
Table N° 25: "Distribution of Responses on the Influence of the Current Remuneration System on Employee Retention"	83
Table N°26: "Employee Perspectives on Improving the SBA Remuneration System for Enhanced Motivation".....	84
Table N°27: "Distribution of Employee Perspectives: Exploring Essential Motivational Factors Beyond Remuneration"	85
Table N° 28 :Cross-Tabulation: Q9 (Overall satisfaction with remuneration) and Q13 (Level of motivation at work)	88
Table N°29 :Chi-Square Test Results	89
Table N°30: Cross- tabulation (Q8) The association between the socioprofessional category and (Q20) the level of motivation.	90
Table N°31: Chi-Square Test Results.	91
Table N°32: Cross-Tabulation: Q19 (the effectiveness of the SBA Company's remuneration system) and Q23 (professional expectations)	92
Table N°33 : Chi-Square Test Results.	93
Table N°34 : Cross-Tabulation: Q6 (the salary) and Q23 (professional expectations).....	94
Table N°35 : Chi-Square Test Results.	95

LIST OF FIGURE

Figure N°01: Importance of compensation.....	9
Figure N° 02: The salary grid development process	19
Figure N °03: Maslow’s Hierarchy of Needs Pyramid	38
Figure N°04: The SBA company organization chart	56
Figure N°05: Graphical representation of the sample distribution by gender	66
Figure N°06: Graphical representation of the sample distribution by age	67
Figure N°07: Graphical representation of the sample distribution by marital status.....	68
Figure N°08: Graphical representation of the sample distribution by education level	69
Figure N°09: Graphical representation of the sample distribution based on family size	70
Figure N°10: Graphical representation of the sample distribution based on salary levels.....	71
Figure N°11: Graphical representation of the sample distribution by length of service	72

SUMMARY

GENERAL INTRODUCTION.....	01
CHAPTER N°01: THE GENERAL CONCEPTS OF REMENURATION.....	06
Section 01: The foundations of remunerations	07
Section 02: Remuneration mechanisms.....	17
Section 03: Remuneration system.....	25
CHAPTER N°02: MOTIVATION AT WORK.....	29
Section 01: The mechanisms of motivation.....	30
Section 02: The theories of motivation in the workplace.....	35
Section 03: The link between motivation and remuneration.....	44
CHAPTER N°03 : THE IMPACT OF REMUNERATION ON EMPLOYEE MOTIVATION AT SBA COMPANY.....	51
Section 01: Presentation of SBA Company.....	52
Section 02: The research methodology.....	63
Section 03: Presentation, Analysis, and Interpretation of Results.....	65
GENERAL CONCLUSION.....	96

GENERAL INTRODUCTION

In this era of globalization, which is reshaping both our lives and the operations of organizations, companies are undergoing constant, rapid, and unpredictable transformations that impact their social, technological, and economic aspects.

It is critical for organizations to prioritize and focus their efforts on Human Resource Management. Humans constitute a component of production costs, play a key role in income distribution, and are essential for creating economic value. Therefore, the human resource function is crucial for any business, as it is considered both a strategic management practice and a tool for value creation¹. The management of human resources is increasingly becoming a key concern in strategic management.

Human resource management must enhance the standard and proficiency of its human capital to remain competitive in the marketplace. Its objective is to establish a long-term, effective equilibrium between the company's workforce and job roles, ensuring the presence of qualified and motivated employees while optimizing talents to align with the company's goals.

For companies, remuneration has always been a critical topic as it constitutes a fundamental aspect of human resource management,² affecting both organizational dynamics and competitive positioning. It exerts a significant influence on various facets of the company, including employee status, morale, and social influence. The objectives are multifaceted, aiming to attract new talent, maintain employee motivation, incentivize skilled workers, facilitate goal achievement, and effectively manage compensation structures.

Remuneration is a crucial component of the contribution-reward relationship that binds employees to the company. It embodies a dual exchange dynamic, facilitating the identification of an individual's contributions to the enterprise (contribution) and the corresponding benefits received (remuneration). Importantly, remuneration extends beyond mere material compensation, encompassing various forms of recognition and rewards.

Most remuneration policies prioritize employee motivation, raising the challenge of designing systems that balance economic constraints while effectively incentivizing employees to perform at their best.

¹ NOGUERA, (F), and KHOUATARA (DJ), « *gestion des ressources humaines et création de valeur organisationnelle : concepts et outils de mesure* », Edition Paris, 2004, pp 501-502

² ANNICK (CH), « *toute la fonction ressources humaines* », 2^{ème} édition, DUNOD, paris, 2010, p 298

Performance and competitiveness are paramount objectives for any firm, requiring a high level of dedication from their personnel, especially in terms of motivation. Motivation serves as a psychological force that drives individuals to take action towards achieving a goal.³ It is one of the decisive elements for the survival of companies⁴, representing the hypothetical construct used to describe the internal and/or external forces that trigger, direct, intensify, and sustain behaviour. The issue of work motivation certainly involves organizational remuneration systems, but also encompasses the meaning of work and interpersonal recognition.⁵

Therefore, motivation stands as one of the most critical factors for a company's success and represents a primary function of human resource management. Hence, organizational leaders must prioritize ensuring that every member of the team remains motivated.

There are various strategies for motivating employees, including recognition programs, opportunities for career advancement, providing a supportive work environment, offering professional development, and fostering a positive company culture. Understanding these diverse approaches is crucial because they address different aspects of what drives employee motivation.

In this study, we are particularly interested in remuneration, as it is a significant factor that can influence employees' motivation at work. Remuneration is not just about salaries but also includes bonuses, benefits, and other forms of financial rewards. By examining the broader spectrum of motivational strategies, we can better appreciate the role and impact of remuneration within this context.

Based on the importance of motivation and the critical role of remuneration, our research problem can be expressed as follows:

- **What is the impact of remuneration on employee motivation at SBA Company?**

To address this research problem, we have developed the following questions:

- Is remuneration an essential determinant of employee motivation at SBA Company?

³ DE BIOSLANDELLE (Henri M), « *Dictionnaire de gestion* », édition ECONOMICA, Paris, 1998, Page 281.

⁴ LEBOYER (Levy C) , « *la motivation dans l'entreprise* », édition D'ORGANISATION, Paris, 1998, Page14.

⁵ THEVENET, MAURICE, et autres .Fonctions RH : *politiques, matières et outils des ressources humaines*, Pearson Education, France, 2009.P 337

- Does the remuneration system at SBA Company meet the employees' expectations?

To address the research problem, we have formulated two research hypotheses, which are:

Hypothesis 1: Remuneration positively impacts employees' motivation.

Hypothesis 2: The remuneration system implemented at SBA Company effectively aligns with employees' expectations.

To explore these hypotheses, we will use a quantitative research approach. This method allows systematic collection and analysis of numerical data, helping us understand the impact of remuneration on motivation and test our hypotheses rigorously.

We will collect data through a questionnaire designed to capture employees' views on the remuneration system, their motivation levels, and expectations. By surveying various job categories within SBA Company, we aim to understand the factors influencing motivation and how well the remuneration system meets employees' needs.

Our work will be structured as follows: Our work is divided into three chapters.

- The first theoretical chapter is devoted to the general concepts of remuneration, which is consisted of three sections. The first section is devoted to the foundations of remuneration, the second section contains the remuneration mechanisms, followed by a third section in which we explore the remuneration system.

- The second chapter, we is devoted to the motivation at work, the latter is divided into three sections in the first section we develop the mechanisms of motivation, the second section explores theories of motivation, and the link between remuneration and motivation in the last section.

-Chapter 3 is divided into three sections. The first section introduces the company SBA, the second section details the research methodology employed in this study, and the third section focuses on the analysis and interpretation of the results.

The final section highlights the main findings and conclusions, addressing the questions posed to determine whether our hypotheses are validated or rejected.

CHAPTER N°01:
THE GENERAL CONCEPTS OF REMENURATION

Introduction:

For a number of years, organizations and companies have experienced a significant revitalization of their compensation policies and practices. The ways in which compensation is given have changed. The importance of the individual, changeable, postponed, and non-monetary components has increased.

Compensation management is a critical function in every organization since it helps to motivate staff, which enhances productivity.

A clear understanding of the various levels that influence the practices and societal balances at issue is necessary before developing compensation schemes.⁶ Economic, political, regulatory changes, or sociological have had repercussions on the management of remuneration in companies.

An inadequate or even unreasonable compensation scheme should not be able to prevent employees from actively participating in their companies. (To avoid facing the repercussions, every management needs to accept this fact and turn the pay plan into a tool for the company's growth.

Our chapter will begin with a first section, which will address the foundations of compensation, the second section will deal with the mechanisms of compensation. The third section will focus on the remuneration system.

Section 01: The foundations of remunerations**1. Definition of remuneration:**

According to L. Cadin and all. « More commonly speak of "worker wages" and "executive remuneration» using the two terms interchangeably because they consider them synonymous. They believe that the term "compensation" provides a broader definition than "wages," but this distinction does not seem significant enough to them to establish it as a rule ».⁷

⁶ BERNARD (Roman), « *Bâtir Une Stratégie De Rémunération* » 2eme edition. Dunod, paris, 2010. P 05

⁷ CADIN (L), GUERIN (F), PIGEYRE (F), « *Gestion des Ressources Humaines* », 3ème édition, DUNOD, Paris 2007, p.236

In fact, some authors or common sense define "remuneration" as more than just the fixed financial compensation for labor (a salary); rather, it encompasses all benefits that an employee receives from their employer, regardless of the form.

According to B.Thévenet, C.Dejoux and All, « Remuneration consists of the worker's regular base pay as well as any additional advantages and accessories that the employer provides to them as a result of their job, whether directly or indirectly, in cash or in kind. »⁸

According to MARCEL Cote, «Remuneration is the activity of assessing the contribution of employees to the organization to determine their monetary or non-monetary, direct and indirect remuneration, in accordance with existing legislation and capacity organizational finance. »⁹

Determined by the BCEA, « the definition of an employment relationship is consistent with our conceptual understanding of it as a contract in which labor is performed in exchange for compensation. Any payment, whether made in kind or currency, or any promise to make a payment, is considered compensation if it is made because someone works for another. Understanding this definition correctly is essential to comprehending the work/pay agreement »¹⁰.

As a contractual arrangement in which the agent (employee) works against a portion of a pay paid by the principle (employer), the employee-employer connection is also known as the contribution-retribution relationship.

And according to MARBACH, V, (1999), « Remuneration consists of paying an entity (natural or legal person) in consideration for labor completed or service rendered. »¹¹

2. The importance of remuneration:

According to BATTACHE (Z), in the workplace, compensation is important for a number of reasons, affecting both employers and employees: ¹²

⁸ THEVENET (B), et Al, « *Fonction RH* », édition PEARSON EDUCATION, Paris, P.258.

⁹ MARCEL (C), « *La gestion des ressources humaines* » édition Vuibert, Paris 1975. Page16.

¹⁰ LEVY (A), KELLY (J) and LEVY(D), *Labor law in practice : a guide for south African employers* , book storm publisher , 1st edition ,south Africa 2010,p.39.

¹¹ MARBACH (V), « *Évaluer et rémunérer les compétences* », édition, D'ORGANISATION, Paris 1999, Page 12.

¹² BATTACHE (Zahir), *guide pratique sur les salaires*, édition BERTI, Alger, 2016, P.21

Principal Source of Income: Wages are important because they provide workers' families with everyday needs including food, clothing, and housing.

Enhancing Quality of Life: Workers who earn more money can afford to live more respectable and pleasant lives.

Employee Retention: Offering competitive pay makes it less likely that employees will quit.

Employee Morale: Wage increases provide employees a sense of importance and value, which improves morale at work.

Economic Impact: Through spending on consumer items and daily necessities, wages stimulate the economy.

Job Creation: As a result of increased demand for products and services, suppliers and manufacturers benefit and jobs are created.

Tax Revenue: As taxable income rises as a result of greater salaries, tax revenue also rises. Reduced dependence on public assistance: Higher wages reduce the need for government assistance among low-income individuals.

Increased productivity: Higher wages enable workers to take better care of themselves, thereby improving their performance.

Social stability: Appropriate wage levels help reduce occupational disputes and improve social atmosphere.

Figure N°01: Importance of compensation



Source: <https://www.aihr.com/blog/compensation-and-benefits/>, (published 2023-10-27, consulted 21/05/2024 at 5:30pm).

3. The components of remuneration:

The foundation of compensation and the essential component of the contract is salary. Compensation is a broader term that encompasses all amounts associated with an employee's performance of work, including supplemental payments like overtime, paid holidays, benefits in kind, bonuses, and gratuities.

Total compensation includes all monetary elements, whether paid directly to the employee as salary or indirectly through the payment of bonuses or contributions to income security schemes, as well as the partial or full payment for various services offered to employees.

3.1. Direct remuneration:

Direct remuneration generally consists of three components:

- A fixed part corresponds to the qualifying salary.
- A variable part corresponds to the performance salary.

- Various bonuses, fixed or variable.

3.1.1. The qualifying salary (base salary):

The base salary is a constant portion that provides reassurance. The base salary is generally a salary over time. It is often paid on an annual or monthly basis.

« Base salary is a fixed compensation component provided for specific skills required by a company. Factors influencing base salary include education, seniority, and experience. Generally, market rates are applied based on skill level, country of employment, industry, and talent availability. »¹³

It covers the stipulated quantity and payment of compensation specified in the employment contract as well as additional sources (such as corporate agreements and collective bargaining agreements). It is the exact opposite of the labor that the employee provides. It is qualified as an increased salary when it includes the payment of overtime, bonuses inherent to the nature of the work (danger premiums, unsanitary that is to say harmful to health ...) and bonuses with results directly dependent on the work of employee (individual or work team performance awards)¹⁴

3.1.2. Performance or merit pay (variable):

Variable salary is a conditional and exponential form of compensation, unlike fixed salary, the performance salary is a reversible part of the remuneration, it is linked directly or indirectly to the employee's work, while taking into account the way in which he exercises his employment.

The performance wage enables consideration of the individual's method of performance. It can be evaluated by looking at how well predefined goals are met, how much a team or the entire company benefits from it, etc. Its trait is that it centers on a variable element.¹⁵

To this end, the company must remunerate the additional efforts or Particular successes of some employees when they produce tangible results. Evaluating these contributions on an

¹³ ARMSTRONG, MICHAEL and TAYLOR (Stephen). *Armstrong's handbook of human resource management practice*. Kogan page Publisher, 16th Edition, 2023, p .819

¹⁴ ROUSSEL (Patrice) , « *rémunération, motivation et satisfaction au travail* », ED ECONOMICA, Paris 1996, P.82.

¹⁵ CADIN (L), GUERIN (F) et all, « *Pratique et Éléments de Théorie GRH* », Ed DUNOD, 4eme ED, Paris, 2012, p.282

objective and measurable basis is often difficult. First, we need to define precisely what performance is and how it will be measured. Many companies talk about “merit”, but it is not clear whether it is achieved, observed behavior or even effort. Its characteristic is to carry on an element that can vary from one year to another.¹⁶

The company uses the performance wage as a tool to motivate staff members. Some consider the results of the work, while others consider the outcomes of the individual:

The individual part: All areas of activity have developed bonuses or changeable bonuses in the framework of setting individual goals. The fulfillment of previously established goals is a requirement for these bonuses. The effectiveness of the negotiations that resulted in the creation of the objectives will determine how well they work.

The collective part: It aims to make all employees financially interested in the smooth running and results of their unit.

The degree to which the goals allocated to the collective of workers are achieved based on metrics that take into consideration their unique characteristics is how the collective yield is determined.¹⁷

- Production levels
- Costs
- Deadlines
- Quality of products and/or services
- Levels of maintenance and utilization of production capacity;
- Efficiency of public service

¹⁶ ROUSSEL (P), Op.cit., Page .46

¹⁷ Décret n°88-221 du 2 novembre 1988 portant conditions de mise en œuvre des primes de rendement et des mécanismes de la liaison de salaire production .JORA n°46 du 09 novembre 1988. P1196

3.1.3. Fixed and variable premium (allowance):

Premiums are collective and systematic in nature, setting them apart from the variable portion of the wage (performance-based pay). They are frequently connected to the position, role, work, person, or organization. Legally, no allowances is required. They can be specified in an employment contract, collective bargaining agreement, or firm agreement, among many other formats. They might also be an unspoken "custom" in the business. All persons performing the same job under the same conditions are entitled to them.

According to Jacqueline CARUEL, premiums are sums of money paid to the employee either to reward loyalty or to take into account the conditions of work execution. As such, they are taxable and subject to social security contributions, just like paid leave allowance. On the other hand, allowances paid to reimburse the employee for expenses incurred in the course of work are neither taxable nor subject to contributions.

The following premiums and allowances can be referenced as examples. Although premiums and allowances occur in a wide range of forms and names, which cannot be quoted exhaustively: ¹⁸

- Over times premiums
- Zone allowance or city compensatory allowance
- The nuisance premium (Hardship allowance or hazard pay)
- Meal allowance
- Shift work allowance
- Performance Bonuses and Performance Improvement Bonuses calculated at variable rates from 0 to 40% of the salary.
- Transport allowance
- Education or schooling allowance
- Professional experience allowance

¹⁸ BATTACHE (Zahir) : op cit, P.199.

- Shift work allowance ...

3.2. Indirect remuneration:

Indirect remuneration is linked to the status of the employee or his belonging to the company and it concerns all the elements and social benefits that are added to the direct remuneration. «Therefore, employees receive indirect compensation in addition to direct compensation. This is an additional payment or benefit that is named after social elements or benefits that employees are entitled to. »¹⁹

These indirect benefits can be broken down into three remuneration devices: legal, selective and statutory.

3.2.1. Selective devices:

Also called benefits in kind, they are selectively allocated. These benefits are managed by the employer, the works council where there are, external companies offering goods and services at reduced prices, or they are used by the employee without the employer's explicit agreement. They include:²⁰

a) Goods and Services Provided at a Reduced Price:

- Using an airline membership privately
- Discounts on company products or services
- Group purchases and gift cards
- Housing with reduced rent
- Opportunities for personal loans (outside traditional frameworks)

b) Goods and Services Offered:

- Personal travel rewards

¹⁹ LAKHDAR (S) et PERETTI (J. M). *Gestion des Ressources Humaines*. 2eme édition. De boeck. 2001. p 157

²⁰ THEVENET (Maurice) et Al, *fonction RH : politique, métiers et outils des ressources humaine*. 2ème édition. Pearson. Paris. 2012. p 220.

- Gifts and personal rewards
- Free provision of food, lighting, heating, or clothing

3.2.2. Legal Devices:

These are typically distributed in monetary terms and are usually collective in nature. They do not constitute a salary and benefit from a special tax system. For example, may include the following devices:

3.2.2.1. Profit-sharing:

For a very long period, profit-sharing, which was introduced in France in 1959, has only been somewhat successful. However, its significant development primarily occurred from 1986 onward. « Profit-sharing is a collective remuneration of a random nature and resulting from a calculation formula related to the results and performance of the company. »²¹

Profit-sharing can be distributed uniformly, proportionately to the wage proportional to the duration of the work or jointly adopt these recommendations. Regardless of their workforce

Legal structure, or type of activity, any business can set up an incentive program; it's an optional method.²²

It is a supplement that allows staff to benefit financially from the outcomes and financial successes of their companies.

Profit-sharing is an optional scheme that enables employees to financially benefit from the results and profits achieved by their organizations. For example, the result, turnover, a satisfaction survey, customer retention rate, and customer complaint rate.

3.2.2.2. Participation:

It is mandatory in companies with at least 50 employees. It allows employees to benefit from the profits made by the company.

²¹PERETTI (J.M). « *Gestion Des Ressources Humaines* », Vuibert, 15^{ème} édition, Paris, 2008, P135.

²² FRIESEIN (D), HOLDAWAY (E.A), & RICE (A.W). (1984). *Factors contributing to the job satisfaction of school principals*, in *The Alberta Journal of Educational Research*, vol. XXX, no 3, p. 157-170.

The amount of the participation, or reserve special participation (RSP), is calculated from the tax profit and its formula is fixed by law.

$$\text{RSP} = 1/2 (\text{net tax profit} - 5\% \text{ of equity}) * \text{share of employees in value added.}$$

Companies may, however, select a different calculating formula as long as it is at least as advantageous.

The part of the profits accruing to the employees constitutes a special reserve of participation, the minimum amount of which is fixed by law and at the end of a period of unavailability where the sums are blocked for at least five years except in exceptional cases.²³

3.2.2.3. Employee savings plan (ESP):

All companies can set up a savings plan, regardless of the size of their workforce. The latter can receive the participation, the profit-sharing and voluntary payments of the employees which are generally increased by a payment of the company. It may not exceed three times the contribution of employees. All of these payments, which will be handled by company mutual funds, will be frozen for a minimum of five years unless extraordinary circumstances arise (much like with participation).

3.2.2.4. The stock options:

Employees who own these options are entitled to purchase shares at a certain price, known as the strike price. The purpose of stock options is to keep individuals who receive them informed about the success of the company they work for.

It is anticipated that this will incentivize the salary to invest the portion it will eventually own. Through this approach, some people can greatly improve their income²⁴

3.2.3. Statutory devices:

They are about the social benefits that a company's employees have gained. Due to their collective nature and wide variation between companies, they ought to be regarded as genuine

²³ PERETTI (M), MAGOT (JP), « *rémunérations* », édition, VUIBERT, Paris, 2012, Page 346.

²⁴ SOUTENAIN (JF), FARCET (PH), « *Organisation et gestion d'entreprise* », édition, BERTI, Paris, 2006, Page 289.

components of remuneration since they have an impact on the recruitment process and staff retention.

These include, for example:

- Social activities organized by the works council
- Time savings account
- Personalized retirement supplement
- Health insurance plans
- Life insurance
- Disability insurance
- Leisure facilities
- Legal and financial advice
- Membership in clubs (sports, cultural)

Section 02: Remuneration mechanisms

1. The various forms of remuneration:

There are various ways in which employees are compensated depending on the category of person involved or the type of work performed. So the salary Payment can be based on time spent, performance, or tips.

1.1. Performance-based pay:

«Performance pay have a long tradition in the industry. Typically, this is a bonus added to the base salary. Performance-related remuneration is regularly negotiated the simplest of all performance pay systems is piece rate pay, which applies to individual workers or collaborative teams, with earnings proportional to performance. The advantage of this structure of compensation is that the employee can calculate his own profits and know in advance how much he will receive in return. »²⁵

²⁵ BATTACHE (Zahir), Op.cit. , P.37

1.2. Pay as a tip:

In certain professions, in particular in the restaurant and hotel industry or the employee is in contact with customers, tips determine their remuneration.

Remunerated employees are subject to the obligation to receive a minimum wage calculated on the basis of the statutory SMIG hourly rate multiplied by a number of hours which may exceed 35 hours per week for certain specific occupations .²⁶

1.3. Time-based pay:

Pay frequently reflects a set number of hours worked. Although it is typically valued on a monthly basis, it can alternatively be referred to as a weekly schedule (legal working time) or as the annual duration, as in the case of agriculture. ²⁷

Getting paid based on time spent in an organization without regard to the amount of work performed is the most common method of compensation. ²⁸

Monthly wages or monthly wages are contractually linked to a specific number of hours worked per week, with monthly wages calculated based on 52 weeks (i.e. 12 months of the year).

1.4. Commission based-pay:

- Pure: the proportion of sales volume over a specific time frame
- Unit: The pay is based on the percentage of each sold unit.
- With a guaranteed base pay + a commission after a predetermined sales volume ²⁹

1.5. lump-sum remuneration:

In this way, the employee receives a lump sum payment whose quantity is predetermined and does not fluctuate, and a written agreement between the employee and the company is subsequently required. Furthermore, it needs to be defined and measured.³⁰

²⁶ TAIB (Jean-Pierre) « *Paie et administration du personnel* ». ,4ème édition, Dunod, Paris, 2013 P.08

²⁷ BATTACHE (Zahir), Op.cit. , P.38

²⁸ TAIB (Jean-Pierre), Op.cit., p.08

²⁹ SEKOU-LUISE (Lakhdar), et Al, *GRH* ,2eme édition, année 2003 .en Amérique du nord et en Europe, p 165.

³⁰ BATTACHE (Zahir), Op.cit. , P.38

2. The salary scale:

2.1. Definition of the salary scale:

The range of remuneration you offer a new worker to work in a specific position is known as a salary scale. They serve as a guide for the wage you offer a new recruit and show the minimum and maximum compensation you pay a candidate for the position—summaries of which you may include on a job posting³¹

2.2. Objectives of the Salary scale :

Companies create a salary grid to achieve several goals:

- Including promoting fair, equitable, and consistent compensation to avoid potential inconsistencies. By establishing a clear salary scale, companies enhance transparency regarding pay, which helps employees better understand each other's salaries and reduces potential conflicts related to remuneration
- Hold onto reduce turnover. Additionally, encourage salaries to become more active in the process by defining clear guidelines for advancement and offering competitive compensation.
- Create a steering tool that is pertinent to provide a clearer picture of the whole payroll expense.

2.3. The characteristics of the salary scale:

We may identify the features of the salary grid as follows:

- **The global:** The wage grid needs to be both broad and global, meaning it needs to cover all socio-professional categories rather than just one.
- **Simplicity:** To ensure that all employees can understand the compensation grid, it needs to be clear.
- **Balance:** this refers to consistency and fairness in the compensation of the different socio-professional classifications.

2.4. How to establish a salary scale:

The development of a pay scale predicated on a successful qualification process is a requirement for compensation management .It entails the creation of roles within the company

³¹ <https://www.indeed.com/hire/c/info/scale-of-salary> , (published April 26.2022, consulted 26/05/2024 at 5:30pm).

at appropriate phases, each in relation to the other and on a scale that corresponds to compensation.³²

Figure N° 02: The salary grid development process

1-Job Analysis and Job Descriptions
2- Job Evaluation
3- Job Classification
4- Job Pricing and Salary Grid
5-Salary Ranges by Position

Source : Peretti-J-M., « Gestion Des Ressources Humaines », Vuibert, 15^{ème} Edition, Paris, 2008, Page 122.

The three initial steps make up the qualification operation, and phases 4 and 5 allow the price of the functions to be determined.

2.4.1. The qualification salary:

Salary management requires the creation of a pay scale built on an efficient qualification process. It entails establishing a suitable compensation scale and a reasonable spacing of roles inside the organization.

The process of qualifying someone is done to determine how important each position is.

2.4.2. The Different Methods of Job Evaluation:

There are two main categories of method for evaluating jobs: The analytical method and the global method³³

2.4.2.1. The analytical method:

These methods introduce an analysis phase following the job definition and use various comparison criteria. Among the numerous existing approaches, notable ones include the Hay method, which is likely the most well-known, the autonomy method (developed by E. Jacques),

³² PERTTI (JM), « *gestion des ressources humaines* », édition, VUIBERT, Paris 1990, Page 139.

³³ COMPOY (E), MACLOUF (E). « *gestion des ressources humaines* », édition PRASON EDUCATION, France, 2008, Page 26-27

and the decision level method (developed by F. Patterson). The Hay method originated in the United States.

2.4.2.2. The global method:

To create a list of the positions in order of importance, the positions inside the organization are arranged in relation to one another. Comparing a great deal of positions with one another is required. One or more working groups normally conduct these comparisons. The most well-known of these techniques is comparison by pairs, which entails placing a job A in relation to a job B, then a job C, a job D, and so on. Creating a rating based on "is greater than" is the issue at hand. Next, we proceed with occupation B in the same manner, comparing it one at a time to C, D, etc.

3. The determination of remuneration:

Remuneration is freely determined subject to legal obligations, legal provisions and contractual provisions. The most important regulations relate to:

3.1. The existence of the Minimum Guaranteed Interprofessional Wage (SMIG):

The Wage Freedom Restoration Act of 1950 established a minimum wage Interprofessional Guaranteed (SMIG); below this level no salary is payable. The minimum cost of living, established in 1950, fluctuates as the cost of living fluctuates. In 1970, the Minimum Wage Growth (SMIG) was enacted, which contained several elements. It thus ensures that minimum wage workers: Guarantee their purchasing power by being linked to the monthly Consumer Price Index, Participate in the country's economic development through the imposition of taxes designed to eliminate permanent distortions between SMIG growth and development. General economic conditions and income. ³⁴

3.1.1. Minimum Conventional Remuneration:

Every collective agreement sets a contractual minimum wage for each of the employee's qualifications. It requires employers to justify any wage differences found between employees with the same qualifications and the same functions. This definition differs from that of the Minimum Guaranteed Interprofessional Wage (SMIG).

³⁴ ERETTI (Jean-Marie), op.cit. 108.

3.2. Equal pay:

As to the International Labor Organization (ILO) Convention No 100 on Equal Pay, the term "equal pay of men and women for work of equal value" denotes pay rates that are set without any discrimination based on gender.³⁵ The goal of the syndicates is to have worker salaries aligned with those of those who engage in similar activities³⁶.

3.3. The prohibition of discrimination:

When it comes to applying the "equal work, equal pay" principle, the employee must provide justification for any wage differences that may exist between workers who possess the same qualifications and perform the same duties. The employer is allowed to customize wages, but discriminatory decisions cannot be made.

3.4. The obligation to negotiate:

Industry wage discussions are primarily in charge of deciding on classifications and, consequently, wage structure. Conversely, the contractual and legal minimums.

3.5. Company's capacity to pay:

This is frequently done in connection with the level of business prosperity. A successful company can afford to pay more.³⁷

3.6. The national economy's payment capacity:

Productivity is an important part of the national economy. It relies on wages and living standards. Increased production automatically leads to increased solvency of a company or industry and is the backbone of every wage claim³⁸

3.7. The Company's obligations regarding remuneration:

Explain the significance of legal and regulatory provisions and their growing complexity. The importance of employee compensation and the need to preserve its substance on the one

³⁵ Convention No. 100 on the equalization of remuneration between male and female labor for work of equal value (Entry into force: 23 May 1953).

³⁶ BATTACHE (Zahir), Op.cit. , P.32

³⁷ Ibid, P.33

³⁸ Ibid, p.34

hand; the weight of social and fiscal charges on compensation and the need to control the levy; and finally, the macro and macroeconomic effects of wages³⁹

- Forbidding the payment of certain subordinate workers in the form of wages for all or part of their working hours.
- The inter-professional minimum wage's existence (it has been in place since 1970).
- The presence of minimum professional earnings, which are hierarchically standardized and set at the level of a professional branch.
- The inability to base salary indexation on the price index or the minimum wage (raising the minimum wage does not automatically translate into higher salaries).
- Discrimination is prohibited by the 1972 statute for men and women, which upholds the idea of "equal work, equal pay."
- The duty to engage in enterprise and branch level negotiations.
- Coverage under different risk-specific schemes and the general scheme.
- Payment of salary (a carefully defined statutory pay slip is required).
- Protection of pay against employer creditors (in case of default) and employee creditors (garnishment policy).

Other regulations pertaining to distinct groups (apprentices, managers, etc.), specific arrangements (profit-sharing, employee participation, savings plans, gratuities, etc.), or particular types of work (overtime, night shifts).⁴⁰

4. The objectives of the remuneration:

In an organization, compensation serves a number of important purposes by trying to satisfy the demands of both the employer and employees.

4.1. Internal equity:

Internal equity refers to comparing different roles within an organization to determine the value, complexity, and impact of their contributions on achieving organizational goals. This process requires the establishment of a job classification system and salary scales.

³⁹ ROUSSEL (Patrice), op.cit. P.108

⁴⁰ Ibid, p.108

Compensation should be determined based on the requirements and responsibilities of the specific position and not on the personal characteristics of the employee holding the position

4.2.The reward for performance and merit:

This is implemented by the HR department, which allows for the personalization of wages (everyone gets due compensation according to their role, responsibilities, tasks, skills and contribution to the company, resulting in individual salary increases) or commissions differences or gifts) as well as rewarding oneself with recognition for team performance (trips, resort centers, team bonuses)

4.3.External equity:

Bring in the best workers, keep the majority of high-performing staff, and increase employee satisfaction with pay. In order to guarantee external fairness, this is a follow-up to pay surveys (by comparing wages offered at the wages offered on the labor market)

4.4. Staff motivation:

It is an incentive pay structure designed to establish a compensation mechanism in the form of incentives, promotions and/or reward incentives Employees who work hard to achieve organizational goals. «The best performance is achieved by motivated people who are willing to put in voluntary effort. It is often said that one of the three main goals of compensation management is to motivate employees (the other two are attracting and retaining employees). »⁴¹

4.5.Financial balance:

Ensuring financial balance in remuneration management involves controlling labor costs to maintain the organization's profitability and sustainability. By preventing a rapid increase in the wage bill, companies can allocate resources efficiently and adapt to economic fluctuations without compromising financial stability.

4.6.Impacts the social atmosphere:

The desire to keep the company's social atmosphere positive.

⁴¹ ARMSTRONG (Micheal) and TAYLOR (Stephen) , Op.cit ,P.112

4.7.Promotes productivity gains:

Relatively higher wages provide workers with opportunities to better meet their needs and improve performance⁴².

Section 3: remuneration system

1. Definition of remuneration system:

The system of compensation in an organization is very important. It establishes the salaries that, for most workers, are their sole source of income; for the company, it establishes one of the primary sources of its costs: the wage bill. Regarding human resource management, the compensation system should meet two goals: first, it should minimize its effect on the company's costs; second, it should have the biggest impact on employees' behavior.

2. Key Pillars of the Compensation System:

The compensation system is in triple balance concerning the wage bill, the maintenance of external competitiveness and the preservation of external equity⁴³ :

2.1.The level of the wage bill:

The wage bill significantly impacts the financial balance of an organization. Typically, salary payments represent the largest financial commitment for most businesses, making the wage bill a critical variable in financial planning. Forward-thinking about the wage bill's evolution can help clarify decisions regarding total expenditure on human resources.

2.2.External competitiveness:

When thinking about external competition, it's important to understand that, in a particular profession, paying far less than what the market would bear is sustainable. Employee mobility may have some inertia, but if a business ignores the demands of external competitiveness, it will eventually find it difficult to draw and keep top personnel. It's a common observation that in situations like these, the most talented workers quit first. Any company offering salaries consistently and significantly below market rates for equivalent qualifications runs the risk of experiencing two serious dysfunctions: trouble finding qualified candidates and trouble keeping

⁴² BATTACHE(Zahir), Op.cit. , P .22 .

⁴³ MARTORY. (B), « *contrôle de gestion sociale : Salaire, masse salariale, effectif, compétences, performances.* », Édition VUIBERT, Paris Août 2015. Page 16.

hold of current employees, taking into account the labor market conditions that exist for each qualification level.

2.3. Internal Balance:

The feeling of fairness of the compensation system among organization members is of utmost importance. Even though paying everyone fairly is difficult to do, conflicts can arise when workers feel that their compensation is unfair or unjust. Fairness and balance in pay are crucial, taking into account the unit's perceived duties. For many businesses, keeping salary information confidential only addresses the imbalance temporarily.

3. Key Criteria for an Effective compensation System:

A good, well-built remuneration system is based on eleven characteristics: ⁴⁴

3.1.A compensation system linked to the strategy:

One tool for company strategy is a remuneration structure. As a result, it needs to be flexible enough to be updated often to accommodate changes in the environment.

It should encourage rather than hinder the company's goals from being achieved. Additionally, it needs to mesh well with the company's culture and values.

3.2. An equitable compensation system:

The system must be considered fair and undeniable by members of the organization. Any sense of imbalance or injustice can lead to conflict and negativity among employees. Human Resource Management regularly checks the relevance of internal job sizes. To do this, it will rely on job assessment and classification tools.

Job classification involves weighting positions based on evaluation criteria and assigning specific points to each position. This so-called "work trade-off" approach allows prioritization and classification based on levels. HR must create a salary grid that achieves the following goals:

Specifies management rules that contain "theoretical" minimum/median/maximum values for each employment level. Set progress rules, detect and manage exceptions.

⁴⁴ ANNICK (C), « *Toute la fonction RH* » Edition DUNOD, Paris, 2006. Page 300-308

Communication and transparency of payroll rules promotes and contributes to everyone's understanding of the system.

3.3.A motivating compensation system:

The system must encourage everyone to participate in the success of the company's goals and the further development of the company's skills and performance. To ensure that this commitment is truly rewarded, HR management ensures that standards for personal growth, the setting of individual and collective goals, and the types of rewards are aligned with company strategy.

Variable pay is considered a motivational tool within a company or group to recognize and further develop individual and collective performance.

Partial or full customization requires some selectivity in assigning individual indicators, which can be applied using tools such as decision support matrices that combine market positioning and performance levels.

3.4.A competitive compensation system:

The aim is for companies to determine average salary positioning based on employment levels in external markets, thereby attracting, motivating and retaining the required skills. To conduct this study, HRD can use the results of salary surveys conducted regularly by various organizations.

Comparing yourself to the market does not necessarily mean compensating employees at the level of the external market. The company can position itself below the market in some of these areas enterprise. This decision is part of the remuneration policy.

3.5.A unifying compensation system:

In addition to enhancing the sense of unity within the organization, the compensation structure may enable the recognition of a collective component in the results are achieved.

3.6.A flexible compensation system:

To enhance payroll flexibility, the compensation policy may integrate variable compensation components such as performance bonuses, stock options, etc. This flexibility enables

adjustments according to fluctuations in the company's circumstances, allowing for a certain adaptation of its labor costs to its economic situation.

3.7.A controlled remuneration system:

Payroll is the most important expense in most companies. It is up to the HR function to monitor the evolution of the payroll in relation to the Control of social management, and in case of drift, to be able to analyze the factors that influence its increase (increase in staff, deferral effect, etc.)

3.8.A transparent compensation system:

Total transparency on salaries is not enforced in the majority of companies, however one can communicate on the salary grids and rules of increase and management of individual situations.

Any remuneration policy must be understood by the hierarchy in order to facilitate its adherence and be clearly explained to employees. It must also be part of a certain continuity⁴⁵

3.9.A segmented compensation system:

It is preferable to be simple and diverse rather than complex and homogeneous. It is becoming increasingly desirable to adjust compensation elements based on different professions, roles, and statuses.

However, these variations must align with and respect the company's values.

3.10. A total compensation system:

We must avoid reasoning “net monthly salary” and it is necessary to approach remuneration through the various elements that constitute the income that the employee derives from his work.

The establishment of an individual booklet that annually traces all the remuneration elements «received» by the employee, whether these elements are direct or deferred, provide visibility into an employee’s actual compensation.

⁴⁵ Ibid. Page 276-285

3.11. A shared remuneration system:

The HR department is in charge of creating the overall structure of the compensation system, creating management tools, and giving managers the information they need to make decisions.

It is the responsibility of managers to guarantee that they have a say in how much their employees are paid while adhering to the company's compensation policies. This crucial aspect raises serious concerns about how managers are defined, about the information system, and about managers' access to HR data.

Conclusion:

As a component of human resources management, compensation is quite important. It is one of the most crucial aspects of the business-employee relationship and can be characterized as the opposite of the labor performed. Whether the rules of compensation are established by the legislation, a collective bargaining agreement, or the employment contract of each individual employee, the employer is responsible for making sure they are followed throughout the organization.

The company must simultaneously consider all of the constituent dimensions of compensation and evaluate the effects of the measures implemented in terms of overall economic performance and employee involvement in order to practice strategic management of remuneration, which is to say a recognition of qualification, performance, and organizational involvement.

Thus, the distribution of salaries is not a simple task entrusted to the human resources directorate, but it is the result of a long process of compensation strategy.

CHAPTER N°02:
MOTIVATION AT WORK

Introduction:

Employee motivation is now an essential factor in the success of companies. Employee motivation is a concern in human resources management. The persistent issue is how to keep employees motivated throughout their careers or even boost it, depending on the situation. It is true that the motivational process is intricate and can always be questioned.

Leaders today are trying to change tasks to make them motivating. They also change their management, applying notions of participatory management, motivation through remuneration and other motivation tools, and retaining employees.

In this chapter we will present the different definitions of motivation followed by a study of the theories of motivation and finally the relationship between motivation and remuneration which is the goal of our research.

Section 01: The mechanisms of motivation**1. Motivation : the history of the concept:**

The history of motivation as a general notion is complicated because there are no traces of a potential study between antiquity and the twentieth century. Nonetheless, a comparison with the history of work organization is conceivable, as it makes use of the same notion of professional motivation—though not necessarily directly.

Like today, the kind of organization depends on the kind of occupation. This was also the case during the middle Ages. One may mention the artisan, for instance. He was able to arrange his job in a way that suited him thanks to the craftsmanship. One may argue that motivation had a significant role because the craftsman completed his work from start to finish at his own pace due to intrinsic motivation.

Workshops and sizable corporations were later established toward the conclusion of the middle Ages, coinciding with the start of the modern era. This modifies the organizational structure, and it is possible that employees become less motivated as a result. From that point on, mastering the skills of management and organization will become imperative. In the first part of the 20th century, neither the common language nor that of organizations contained the concept of "work motivation." The idea would have emerged as a topic of study for the first time in the 1930s, having previously been characterized in legal terms by the French language dictionaries of the era. First research focused on political parties, families, and churches.

Taylorism, then Fordism, established the scientific organization of work at the beginning of the 20th century. According to Taylor, motivation stems from salary and he neglects the intrinsic motivations of the employee, making work more dehumanized.

In the 2000s, motivation research in France focused on the "psychology of trends" or "inclinations": "primitive trends" which are close to instinct, "social trends", "ideal trends", etc.

1.1. The definition of motivation at work :

« Motivation is that process which works with conquering the expense of an effortful activity to accomplish the ideal result. It is a mind boggling and complex peculiarity, working in a few distinct spaces: inspiration to go in a direction, or to take part in mental exertion, or to take part in profound connection. It is additionally affected by numerous formative, social, and ecological factors »⁴⁶

«The concept of motivation represents the hypothetical construct used to describe the internal and/or external forces producing the triggering, direction, intensity and persistence of the behavior»⁴⁷.

This definition obviously features the trouble of straightforwardly noticing an individual's motivation. Work motivation is a perplexing and multifactorial mental express that urges a person to act proactively, determinedly and target-oriented in light of inside internal or external, wants or impetuses.

According to Levy-Leboyer, « Motivation is a process that involves the willingness to perform a task or achieve a goal, thus entailing a triple choice: to make an effort, to sustain that effort until the objective is reached, and to dedicate the necessary energy to it »⁴⁸.

Motivation should be visible according to alternate points of view: as an attitude, an expectation or a way of behaving. The attitude flags an eagerness to strive to work effectively. Behavior roused and vivified by a power (Vroom, 1964) which invigorates the man at work, and which brings about a use of energy or exertion situated towards the accomplishment of targets and responsibility.

⁴⁶ STUDER (Bettina) and KNECHT (Stefan). *A benefit-cost framework of motivation for a specific activity*. "Progress in brain research 229, 1ST Edition, 2016, P 71.

⁴⁷ DOLAN (S) et autre, « *la psychologie du travail et comportement organisationnel* », 2eme édition, GAETAN MORRIS, Québec, 2002, Page 77.

⁴⁸ LEVY (Leboyer C) , « *la motivation dans l'entreprise* », édition D'ORGANISATION, Paris, 1998, Page31

According to ABRAHAM MASLOW, « motivation is described as the fulfillment of a set of needs, as outlined in his 1960s theory, often referred to as the pyramid theory of humans needs. In this framework, motivation he specified that motivation is the fruit of satisfaction of human needs hierarchized in a pyramid from less important to more important. Dissatisfaction with a fundamental need prompts the satisfaction of a higher-order need: this driving motivation »⁴⁹. Motivation is one of « the decisive elements for the survival of companies. »⁵⁰

Motivation is essential to maintain employee engagement, productivity and satisfaction, which is crucial for the sustainability and success of companies.

According to Patrice ROUSSEL « The process of being motivated at work entails being willing to put in effort, to focus and maintain energy on completing tasks and goals , and to convert this intensity into productive behavior to the best of one's abilities . »⁵¹

2. Sources of motivation:

There are several sources of employee motivation, these sources differ from one company to another, from one employee to another, and we can quote

2.1. Recognition:

Recognition at work is a process by which employees are valued and valued for their contributions and efforts within the company. This includes both individual and collective aspects, as well as every day and ritualized aspects. Indeed, the more an employee feels recognized in the company where he works, the more he will be motivated because he will feel unique and an integral part of it. Thus, through the recognition of employees, the company will be able to achieve a high level of performance thanks to the motivation of its employees.

Siegrist (1996) characterizes recognition as a mixture of esteem and support from superiors or co-workers, as well as concrete aspects such as fair remuneration, promotion prospects and job security that represent appropriate working conditions. Thus, the worker who receives recognition is able to perceive a balance between the efforts he invests in his work and the benefits he receives afterwards.

⁴⁹ DORTIER.(J-F), « *Dictionnaire des sciences sociales* », édition science humain, 2004. Page25.

⁵⁰ LEVY (Leboyer C) , : Op.cit, p.14

⁵¹ ROUSSEL (Patrice), « *rémunération, motivation et satisfaction au travail* », ED ECONOMICA, Paris 1996, P.74

The scientific analysis of recognition revealed four main dimensions:

2.1.1. Existential recognition (the person):

It concerns the individual as a unique individual, possessing his own intelligence, feelings and expertise. It is manifested through small gestures made daily during interactions with others.

2.1.2. Recognition of work practice:

In the context of work, this type of recognition concerns the way in which the employee accomplishes his or her task: behavior, professional qualities, and skills. Recognition focuses on aspects such as creativity, innovation, constant improvement of working methods, relationship with customers, collaboration, etc.

2.1.3. Recognition of Investment in Work:

Employee recognition consists of valuing the efforts, commitments and risks taken to achieve the objectives, even if the results are not always up to par. This can include verbal encouragement or concrete actions such as thanks for special involvement or personalized letters highlighting courage and perseverance. In short, it is about recognizing investment and contributions despite the sometimes mixed results.

2.1.4. Recognition of work results:

The value of the worker vis-à-vis the results of his work. It can manifest itself verbally by simply expressing its positive results or by granting it a merit bonus.

2.2. Setting and communicating objectives:

According to some economic experts, the motivation of employees is mainly based on impeccable communication. Contemporary management methods require any company to communicate its strategic vision in a transparent way. This means that the managers of the company as well as the managers of each department must clearly define the expectations of the employees by establishing specific objectives for the company. In addition, it is important to explain the reasons behind the decisions taken, thus justifying the choices made rather than other alternatives.

Successful internal communication requires a close link between employees and management, which contributes to a positive atmosphere within the company. Indeed, when workers feel listened to and valued, it reinforces their sense of belonging to the company. On the other hand, if management adopts an ambiguous and insincere discourse, it will lead to a loss of confidence in their superiors and a gradual demotivation.

2.3.Maintaining team spirit:

Maintaining team spirit is also considered a source of motivation, and essential to the achievement of the missions entrusted. Maintaining team spirit in all departments, as well as contact with managers is considered important. To give a craze, a desire to do and for the same way communicated those towards which we will train the teams.

2.4. The financial aspect (remuneration):

In the professional context, includes compensation and compensation mechanisms put in place by an organization for its employees. It represents the monetary component of working conditions and is a crucial motivating factor for employees. This includes not only the level of remuneration offered by the company, but also the perception of fairness and consistency in remuneration systems, both internally and externally.

In short, the financial aspect concerns the way employees are paid and how these terms influence their behavior and engagement at work.

2.5.Career Development:

Employee motivation may also stem from the intriguing career advancement opportunities provided by the organization. Employees that possess internal mobility and adaptability are able to explore alternative career paths and enhance their employability during their entire work lifespan.

3. The characteristics of motivation:

Psychologists agree on the characteristics of motivation and distinguish four building blocks:

3.1.The triggering of behavior:

Refers to the moment when a person passes from the absence of activity to the execution of tasks that require an expenditure of physical, intellectual or mental energy. This implies that

motivation, whether internal (such as seeking pleasure) or external (such as obtaining a reward), provides the energy to perform the behavior appropriate to a given situation. In short, motivation boosts behavior by providing the momentum to take action.

3.2.The direction of behavior:

Motivation directs the behavior in the appropriate direction, that is, towards the objectives to be achieved. It is the motivating force that directs the energy necessary to achieve the goals to be achieved, the efforts to achieve to the best of its ability, the work that is expected.

3.3.The intensity of behavior:

Motivation pushes to devote energy according to the objectives to be achieved. The physical, intellectual, and mental efforts of the work are measured by this manifestation. Each position requires a specific proposal of these three types of efforts

3.4.Persistence of behavior:

This is the tendency to continue in a specific direction, for a certain time. Motivation is the determination to sustain the effort until the goal is reached. It encourages the expenditure of the energy necessary for the regular achievement of objectives and the accomplishment of tasks in order to achieve one or more objectives. Persistent behavior results in the persistence over time of leadership and motivational traits.

Section 02: The theories of motivation in the workplace

In this section, we'll attempt to introduce a few major theories of motivation that we may divide into two categories: content theories, which aim to list, define, and categorize the forces that lead an individual to choose an behavior and process theories, which aim to explain how environmental factors interact with an individual to influence them to adopt a particular behavior.

1. Content theories :

« Content or needs theories, as developed by Maslow, Alderfer, McClelland and Herzberg elucidate the motivational process in relation process to specific needs. Its foundation is the idea that tension and an unbalanced condition are caused by unmet needs. A behavior pathway

that will lead to the achievement of the goal and the satisfaction of the need is chosen in order to restore the balance. A goal that will satisfy the need is established. »⁵²

1.1.Elton Mayo human relations Theory at workplace:

The school of human relations also known as theories psychosocial organizations—was founded in the United States in 1930. In reaction to the principles and effects of the Classical School.

«However, Mayo's work is crucial because it states that managers must care about the well-being of their staff, should involve library staff wherever possible in decisions about how to get their work done, and should do their best to promote this ethos. Camaraderie between groups »⁵³. The main topics of study are:

- Environmental actors (temperature, noise, light, etc.) and their relationship to productivity and social climate;
- Psychosocial phenomena occurring in small groups: tensions, types of relationships, authority
- Interpersonal communication: barriers, distortions, effects of different communication networks
- Informal phenomena, that is, those not foreseen by the organization official: reasons for their appearance, functions they perform, informal liaisons, rumors informal communication networks.
- Conflicts: types, reasons, procedures, mode of resolution reformulation.

For Mayo, there was no question: these employees' increased self-esteem was a result of their sense of consideration and recognition that they were the object, in addition to receiving special attention from the supervisor and being selected as the subjects of the experience.

1.2. Abraham Maslow's Hierarchy of Needs:

The American psychologist Abraham Maslow developed a theory of the hierarchy of needs in the 1940s. Originally, it is a theory of human motivation.

⁵² ARMSTRONG, MICHEAL, and TAYLOR (Stephen) .*Armstrong's handbook of human resource management practice*. Kogan page publishers, 16th edition, 2023, p .196.

⁵³ MONIZ (Jr), RICHARD. *Practical and effective management of libraries: integrating case studies, general management theory and self-understanding*. Elsevier, 1st edition, 2010, p.08.

« Through a succession of progressive needs and desires that, once satisfied, inspire the person to acquire the drive to pursue, then satisfy, the next succeeding and growing need, Maslow's hierarchy of needs aims to explain human psychological and social growth. In order to fully comprehend Maslow, one must attend to the first need before addressing the second. »⁵⁴

Maslow's five levels of hierarchy are physiological, safety, love/belonging, esteem, and self-actualization.

1.2.1. Physiological Needs:

These needs are directly related to the survival of the individual or species, they are classified in the first most basic level

1.2.2. Safety Needs:

Search for protection, it translates to the world of work, by the search for stability of work and income etc. This covers protection of the body in addition to security of the finances and health

1.2.3. Love and belonging needs:

This need reveals the social dimension of the individual who needs to feel accepted by the groups in which he lives (family, work, association, etc.). It therefore needs to be integrated into a group, recognized and valued by that group.

1.2.4. Esteem Needs:

They express the desire to be recognized, appreciated, approved, and valued. They also express self-esteem and a taste for power.

1.2.5. Self-actualization Needs:

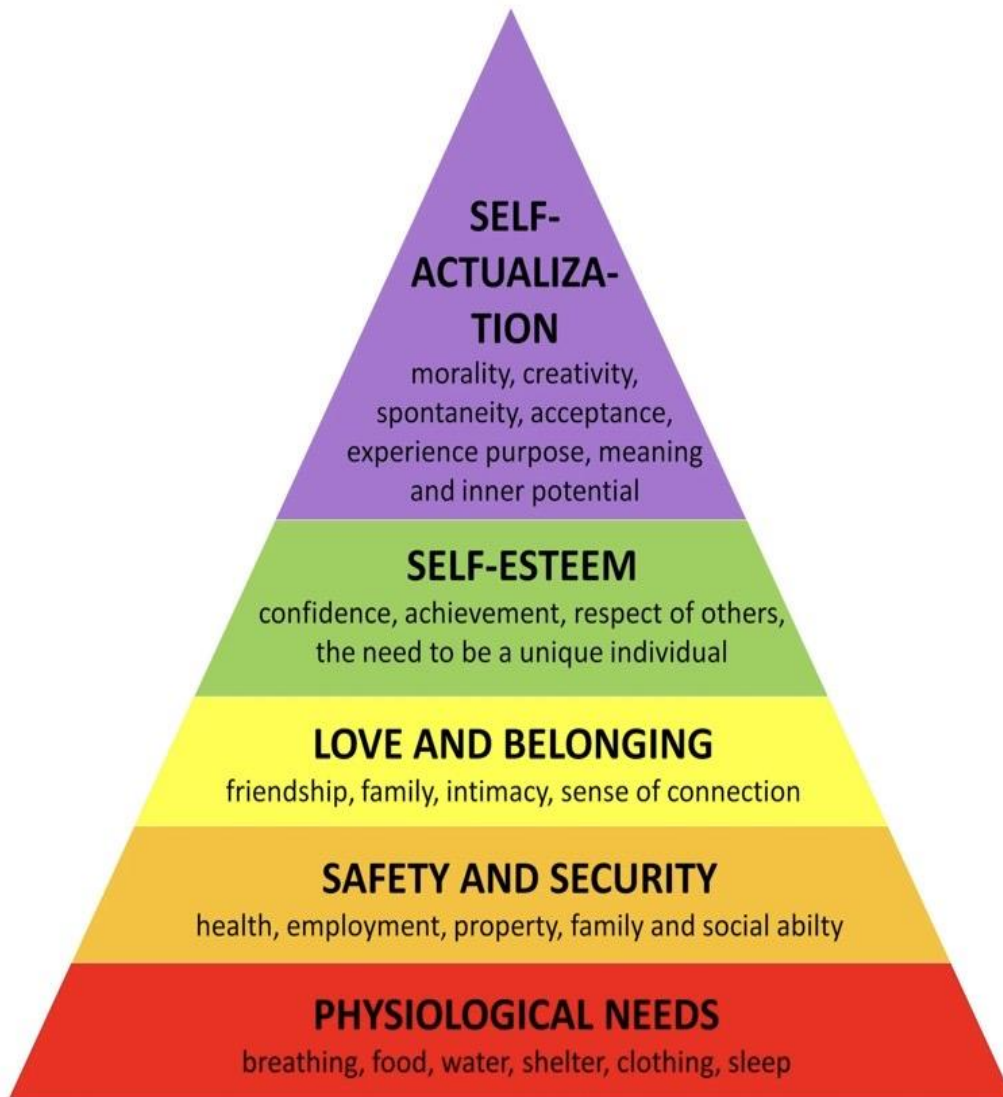
They are linked to the desire to progress, develop and flourish, to create, to innovate..⁵⁵

We can represent Maslow's hierarchy of needs pyramid as follows:

⁵⁴ DAVIES, SANDI (J.), ed. Security supervision and management: *The theory and practice of asset protection*. Elsevier, 4th Edition, 2015, p.300

⁵⁵ ROUSSEL (Patrice), « *rémunération, motivation et satisfaction au travail* », ED ECONOMICA, Paris 1996, P34

Figure N °03: Maslow’s Hierarchy of Needs Pyramid



Source: <https://www.simplypsychology.org/maslow.html> , (published January 24, 2024, consulted 12/05/2024 at 9:30 pm).

Using this hierarchy of needs pyramid, MASLOW scientifically demonstrates that in order to motivate a person to work, it is necessary to meet their needs for accomplishment and gratification. To that end, it makes sense in the work organization to carry out an enhancement of tasks that make work more worthwhile and interesting.

1.3.The bi- factorial theory of HERZBERG:

Herzberg is an American psychologist famous for his work on job enrichment. In order to better understand employee motivation and satisfaction, Frederic Herzberg devised two components in 1959. He created two factors the theory hypothesizes that satisfaction and dissatisfaction are separate and independent feelings.

1.3.1. Motivational factors :

The so-called motivation or satisfaction factors, Herzberg found that certain things motivate employees to higher performance these include achievement, recognition, responsibility, advancement opportunities, the work itself and growth within the job he referred to these as motivating factors which encourage individuals to make the necessary efforts to meet their needs.

1.3.2. Hygiene factors :

So-called hygiene or dissatisfaction factors, Herzberg found that there are some elements that ensure employees will not become dissatisfied these are the hygiene factors for example, working conditions, coworker relationships, allows better communication, trust and an overall better atmosphere, policies and rules, leadership quality, salary and lastly job security.

Herzberg discovered that while hygienic factors can satisfy workers and prevent them from becoming demotivated, they cannot motivate them. Therefore, he concluded that in order to motivate workers, you must make sure you are offering the factors that will motivate them in order to witness changes in their motivation, high performance, and general satisfaction.

« Because of his strength as a proponent rather than a researcher, Herzberg had a significant impact on the job enrichment movement, which aimed to create employment that would maximize opportunities for employees to experience intrinsic job pleasure and so improve the quality of their working lives. »⁵⁶

1.4.Alderfer's ERG theory:

Alderfer's ERG theory is a motivation theory proposed by American psychologist Clayton Alderfer in 1969. This theory is an extension of Abraham Maslow's hierarchy of needs theory and focuses on understanding the factors that drive human motivation in the work place. This

⁵⁶ ARMSTRONG, MICHAEL, and TAYLOR (Stephen): Op.cit, p.198

theory is based on a study of 110 bank employees. Alderfer proposes that motivation consists in acting to satisfy three categories of needs: needs for existence (E), relatedness (R) and growth (G) hence the acronym ERG.

1.4.1. Existence needs (E):

These are the basic physiological and material needs that individuals require for their survival and well-being. These comprise the needs that Maslow classified as safety-related needs (like property, safe work, and health) and physiological wants (such air, food, water, and shelter).

1.4.2. Relatedness needs (R):

These needs are related to social interactions and the desire to establish meaningful relationships with others such as friendship, family, and sexual intimacy and esteem-related needs (gaining the respect of others). In Maslow's theory relationships come under social, love and needs.

1.4.3. Growth needs (G):

These are desires for continued psychological growth and development. Growth needs for Maslow's needs for self-esteem and self-actualization.

1.5. McClelland's achievement motivation:

Always in the perspective that it is the will to satisfy a need that motivates individuals McClelland's 1971 theory posits that individuals are primarily motivated by their desire to fulfill one of three fundamental needs: achievement, affiliation, or power. It did not establish a formal hierarchy of needs.

McClelland proposes three categories of need that are clearly related to the environment labor.

1.5.1. Need for Achievement:

People who have a strong need for achievement are motivated by the desire to succeed, to reach difficult objectives, and to be acknowledged for their achievements.

1.5.2. Need for affiliation:

« The need to associate with other people, often referred to as the need for affiliation, pertains to the fundamental desire for interpersonal relationships. In other words, the desire to establish and maintain relationships friendly with others. »⁵⁷

1.5.3. Need for power:

This need includes the longing impact and control others, as well as to be in an influential place or administration.

2. Process theory :

« In process theory, the emphasis is on the psychological or on the other hand mental cycle and powers that influence motivation, as the need might arise. It's often labeled as cognitive theory due to its emphasis on how individuals perceive and comprehend their working environments. »⁵⁸

2.1.Vrooms Expectancy theory:

Victor Vroom's Expectancy Theory, published in 1964, posits that individual motivation depends on the expectation of achieving desired outcomes and the value attached to those outcomes.

« The force that motivates a person to work at a specific level of effort (or to choose to do a specific activity) is a function of the total of the products of the expectancies for the results and the perceived desirability of the outcomes associated with working at that level (or the valences). »⁵⁹

The theory is based on three key components:

2.1.1. Expectancy (E):

« The assumption by commitment to the endeavors that one remembers to have the option to make, for example the odds of coming out on top that one credits to one's own capacities

⁵⁷ TIRCHI (O.U), « *la gestion des rémunérations, un outil de motivation au service de la performance au travail* », thèse de magister en science économique, université Mouloud Mammeri, 17-07-2012, p92.

⁵⁸ ARMSTRONG, MICHAEL , and TAYLOR (Stephen): Op.cit, p.199

⁵⁹ MONIZ (Jr, R), op.cit. , p.53

(CHIFFER and TEBOUL, 1990); it is the assessment that everybody has of himself and of his prospects to a given objective, as long as he puts forth the essential attempts.). »⁶⁰

2.1.2. Instrumentality (I):

The idea that good performance would bring about certain results or incentives is known as instrumentality. It evaluates how well performance is thought to relate to achieving intended results. In essence, it provides a response to the query, "Will I get rewarded if I perform well?"

2.1.3. Valence (V) :

It is the close to home estimation (positive or negative) of the person corresponding to a second-level outcome (reward) accomplished through his presentation at work and these endeavors the valence is the full of feeling esteem that the singular credits to the prize that he could get assuming that he understood the exhibition important to get it .

« Nevertheless, the basic idea of expectation theory—that people would be motivated if they think that their behavior will result in a meaningful reward—remains persuasive despite these criticisms. Additionally, it offers a helpful instrument for evaluating the efficacy of incentives like performance-based compensation. »⁶¹

2.2. McGregor's X-Y theory:

This theory, developed by Douglas McGregor in the 1960s, is a foundational concept in management and organizational behavior. McGregor made two sets of contradictory assumptions about human nature. The tenets of behavioral corporate leadership constitute the foundation of these two philosophies. These two theories are opposed to each other:

2.2.1. Theory X:

According to theory X, the average man is by nature indolent, he works as little as possible. In other words, most of managers at the time coming out the factory area believed that employees were inherently lazy. He lacks ambition, dislike responsibility, and prefers to be led. Most people need to be intimidated or controlled in order to function sufficiently. As a result, employees give the required effort even in the face of pressure or in opposition to an expected reward like pay, for instance.

⁶⁰ SEMUHOZA (SE), « théories de la motivation au travail » éditions, Le HARMATTAN, Cote d'ivoire, 2009
Page 79-80

⁶¹ ARMSTRONG, MICHAEL , and TAYLOR (Stephen): Op.cit, p.200

The style of leadership must be authoritarian and centralized, since the essential motivation remains the salary. In order to maintain efficiency, managers that adhere to Theory X frequently rely on outside incentives like prizes or threats of punishment.

2.2.2. Theory Y:

Theory Y managers will make the following assumptions on their team members. They assume team members like their works. Y managers will assume team members view work as fulfilling and challenging, they assume mental health and physical exhaustion is natural. Team members will be motivated by their work. Therefore, work as well as leisure or activities represents a potential source of development and empowerment.

« There are other methods besides external control and the fear of death that might motivate employees to work toward organizational goals. Man will utilize self-control and self-direction to further goals he is dedicated to. »⁶²

2.3. Adams' Equity theory:

The theory of equity was developed by J.S.Adams in the sixties (work done in 1963, 1965). This is a very important element in the motivation process. According to him, a person is motivated by taking into account commensurate with his contribution. He also pointed out that individuals Generally, THEY prefer a condition of fairness, that is, a feeling of being treated fairly and impartially in relation to other

Perceived equity also stems from comparing an individual's input (contribution) and refers to everything an individual brings to their job or organization, such as. Invested time and energy, performance, experience, loyalty. Outputs (retribution) are the results an individual receives for their contribution, including salary increases, training, recognition, job security and professional development.

The individual submits his input-output report to co-workers. He compares his input-output ratio to that of colleagues or other similar roles within the organization. A state inequality occurs when a person perceives that his or her input-output ratio is equal as that of a colleague. If the relationship is unequal, a state inequality occurs. For example, people may believe that they are underpaid (underpayment inequality) or overpaid (overpayment and inequality).

⁶² MCGREGOR (D)., (1960).*The human Side of enterprise* .New York McGraw-Hill , p.300

2.4.Lock's Goal Setting Theory :

« According to goal theory, which was established by Latham and Locke in 1979 after much research, people perform better and are more motivated when they have clear goals, when those goals are challenging but acceptable, and when they receive feedback on their performance. »⁶³

Working to achieve is a significant wellspring of motivation but it also helps to improve

Performance of the individual: clear cut and challenging to accomplish targets lead to a preferred pronation over goals that are obscure or simple to accomplish. The individual is stimulated to looking for an achievement. He has the feeling of development thus his abilities professional.

Key components of goal setting theory include:

2.4.1. Clear and specific Goals:

Objectives must be clear and measurable.

2.4.2. Challenging but attainable goals:

The goal ought to be demanding and challenging enough that people look forward to the sense of satisfaction they will get from accomplishing it. When someone knows what it means to reach the objective, their motivation is increased.

2.4.3. Goal Commitment:

It is more likely that an individual will make efforts to reach a objective if he is convinced of the relevance of the latter.

2.4.4. Feedback:

It must be regular and appropriate, it is essential to maintain the employee motivation. Feedback helps to reinforce successful behaviors to adjust their efforts and strategies accordingly.

Section 03: The link between motivation and remuneration

Compensation of employees is considered to be one of the factors affecting the satisfaction and motivation of employees, Remuneration serves not only as a means of financial sustenance but also as a powerful catalyst for employee motivation. When individuals receive fair and

⁶³ ARMSTRONG, MICHAEL , and TAYLOR (Stephen) : Op.cit, p.200

rewarding compensation for their efforts, it not only validates their contribution but also ignites a sense of purpose and fulfillment in their work.

Indeed, the prospect of a competitive salary and additional benefits acts as a tangible reward for employees, incentivizing them to strive for excellence and remain committed to their roles. This sense of financial security and recognition not only enhances job satisfaction but also fuels intrinsic motivation, driving individuals to go above and beyond in their performance.

So we can understand that the relationship between remuneration and motivation in work by:

1. Theory of Needs , Herzberg's Theory and Equity theory :

1.1.Abraham Maslow's Hierarchy of Needs:

Money can motivate because it is linked directly or indirectly with the satisfaction of many needs. It satisfies the basic need for survival and security, if income is regular. It can also satisfy the need for self-esteem.

Theoretically, compensation practices can be matched to each level of the MASLOW needs pyramid ⁶⁴

- Ensuring access to essential physiological needs like food and accommodation is intrinsically tied to policies such as SMIC, Minima conventional, and indexation.
- The fulfillment of security needs, encompassing stable employment, adequate hygiene, and favorable working conditions, is closely intertwined with mechanisms like statutory peripherals and overall raises.
- Meeting membership needs such as fostering solidarity, conviviality, and a positive atmosphere within the workplace often involves incentivizing employees through mechanisms like bonuses, individual salary increases, selective devices, and stock option.
- The needs of self-realization, characterized by personal growth and fulfillment, often intersects with opportunities for advancement such as bonuses and promotions.

⁶⁴ WEISS (D), «*Ressource Humaines*», ED D'organisation, 2eme édition, 1999, Paris, P.349.

« Once a lower need is satisfied, the next highest need takes precedence, and the person's focus shifts to meeting this higher need. But one's need for self-fulfillment is something that can never be satisfied. »⁶⁵

1.2. Herzberg's two-factor model Theory:

According to Herzberg (1968) « asserts that while having financial rewards can make people motivate, having them does not always translate into long-term motivation. Those with fixed incomes or rates—who might feel momentarily satisfied after getting a raise—may find this idea especially meaningful. But more than the pay boost, this kind of validation provides them with a material validation of their value, which creates a fleeting high that wears off. That being said, it needs to be reiterated that every individual has unique requirements and desires. Money will drive some people far more than it will others. It is not a given that everyone is motivated by money in the same way or to the same degree. »⁶⁶

1.3.J. Stacey Adam's Equity theory:

Every time two people exchange anything, there's a chance that one or both of them will think the exchange wasn't fair. This usually occurs when a man offers his services in exchange for pay.

According to ADAMS, « Every time two people exchange anything, there's a chance that one or both of them will think the exchange wasn't fair. This usually occurs when a man offers his services in exchange for pay. »⁶⁷

An individual becomes motivated when they believe that the compensation they receive for their work corresponds with their level of contribution. Since we are already at the initial stage of the comparison process, we may further explore the issue of the wage discrepancy between their estimated and actual salaries. There is a second phase to the comparison procedure.

2. Approaches to inspire staff motivation:

The most driven workers are found in the most prosperous businesses .High output , excellent quality work , a strong feeling of urgency that enable them to handle stressful

⁶⁵ ARMSTRONG, MICHAEL, and TAYLOR (Stephen), 7th edition, 2006, Op.cit, p.116.

⁶⁶ ARMSTRONG, MICHAEL, and TAYLOR (Stephen): 16th edition, 2023, Op.cit, p.205.

⁶⁷ MONIZ (Jr, R), op.cit. , p.52

situations , and a stronger level of personal commitment in their work are characteristics of motivated employees ⁶⁸ .

2.1. Offering Staff Motivation through Management Approaches:

Motivation through management methods refers to the use of different management and leadership techniques to stimulate employee engagement, satisfaction and performance within an organization. Management methods are based on the importance of internal communication, offering professional development opportunities and recognition.

2.1.1. Clear and transparent internal communication:

In recent years, the role of internal communication has become more complex. It cannot be content to be the tool for transmitting information from the hierarchy, that is, hierarchical superiors to all employees. But, its real challenge is that of the adherence of employees to the company and its values whose primary objective is to encourage them to invest their energy in the achievement of the objectives of the organization and therefore motivate them.

Transparent and clear communication is the foundation of all motivational techniques. This communication is easy for collaborators who have the same status. That is not the case for these subordinates, the boss, or the leaders.

In order for the entire team to advance in the same direction, managers need to let their staff members know what the goals are. It is imperative for the management to guarantee that every employee is aware of their objectives and obstacles. Since they will be aware of the problems and goals of their work, employees who get excellent internal communication will be more motivated overall. Enabling staff members to collaborate toward a shared objective.

2.1.2. Provide opportunities for professional development:

Offering professional development opportunities entails giving staff members the tools and resources they need to advance in their careers, learn new skills, and enhance their abilities. There are a variety of ways to do this, including training programs, seminars, coaching sessions, mentorship programs, opportunities for job rotation or special projects, and even funding for further education. The main goal is to enable employees to develop their skills and abilities, which benefits both the individual and the company.

⁶⁸ L.LETHIELLEUX, « *L'essentiel de la Gestion des Ressources Humaines* », ED Gualino, 5^{ème} édition, 2012, p.84.

2.1.3. Recognition:

Employee motivation is significantly influenced by recognition at work. It is true that an employee will feel more unique and a part of the organization he works for the more he identifies himself there. Because of employee motivation, the organization will be able to reach a high level of performance through employee appreciation.

2.2. Motivation by the conditions of remuneration:

Compensation of employees is considered to be one of the factors influencing employee satisfaction and motivation. Performance-related compensation is an approach aimed at aligning rewards with the results obtained, encouraging employees to contribute significantly to the success of the company. As we will see in this part the conditions of remuneration whether direct or indirect have the effect of motivating employees and in this way generate a lever of performance for the company⁶⁹

2.2.1. Conditions for direct remuneration:

In order to encourage motivation among employees, companies can play on the conditions of direct remuneration, direct remuneration consists mainly of a fixed part, that is, the basic salary, it is composed of direct variable pay or performance pay related to individual or group merit.

To achieve the goal of motivating these employees, companies can offer attractive salaries compared to the competition, this is called the efficiency salary strategy, and this theory makes it possible to show that companies have every interest in offering a higher remuneration than that offered on the labor market.

The company can additionally incentivize its employees through variable direct compensation tied to performance condition, such as bonuses or objective-based incentives. In this case, employee motivation primarily stems from financial factors.

2.2.2. Conditions for indirect remuneration:

Companies can enhance employee motivation and performance by offering indirect forms of remuneration. These encompass various benefits beyond basic salary, such as fringe benefits, social benefits, and legal peripheries. Legal peripheries primarily include participation in profit-

⁶⁹ KOVA (Eva-bob), *Thème l'évolution de la gestion de RH et la planification stratégique*, Spécialité, Magister (THESE DE MAITRISE). université PLACKE HO VOLOMOUCI, 2009, P. 08.

sharing schemes, business savings plans, and inter-company savings plans. By providing these forms of compensation, companies not only incentivize their employees but also establish a performance lever that can drive overall company success

It can also offer employees savings plans or retirement savings plans. These devices blocked for several years will allow these organizations to keep and retain its employees, developing the sense of belonging to this organization.

Employee ownership, stock options, and other forms of indirect compensation all greatly increase employee motivation while also acting as a performance lever for employers. As a result, in order to encourage employee motivation, employers may offer incentive bonuses to workers in exchange for monetary compensation for their accomplishments.

3. The conditions for remuneration to be motivating:

LAWLER (1971) lists five conditions for remuneration to be motivating ⁷⁰ :

- Employees should attach a high positive valence to remuneration.
- Employers must believe that the quality of the work they do depends to a large extent on the effort they make. This means that they must consider that they can control the quality of the work they do. If this condition is not met, the workers will not believe that to make efforts in the work possibly to obtain high remuneration.
- Employees must believe that good performance is actually followed by a extended remuneration.
- Employees need to understand that positive performance outcomes are more significant than negative ones.
- Ultimately, workers ought to think about the fact that performing well is the most desirable behavior out there. Only then will they be motivated to direct their efforts towards a good job. That is, the motivation to work well must be stronger than the motivation for any other behavior.

⁷⁰ ROUSSEL(P), OP. Cit, Page 108-109.

Conclusion:

A vital resource for any company is motivated staff. One of their main goals must be to improve work-related motivation elements in order to motivate employees and draw in and keep qualified candidates.

There are many theories of motivation, each with its own vision. What can motivate employees through compensation is an issue that content theories do not address; instead, they focus on the sources of motivation rather than how motivation develops. Process theories present a contradiction in that some contend that satisfaction generates motivation, while others contend that dissatisfaction generates motivation.

One factor that is crucial to employees' motivation in the company is compensation. In order for remuneration not to lose its motivating effect, it is necessary to pay salaries adapted to the work done by employees, and also to look for other sources of motivation in terms of remuneration.

CHAPTER N°03 :
THE IMPACT OF REMUNERATION ON EMPLOYEE
MOTIVATION AT SBA COMPANY

Introduction:

To illustrate the content of the first two chapters, we conduct a field study on the Algerian Beverage and Soda Company (SBA) in this Chapter. We will focus on the SBA Company to analyze the impact of remuneration on employee motivation within this organization.

This third chapter is the most relevant and interesting part, which aims to present our case study. It's divided into three sections. The first section introduces the company SBA, the second section deals with the presentation and methodology of the survey, and the third section deals with the analysis and interpretation of the results.

Section 01: Presentation of SBA Company

1. Presentation of the Algerian Sodas and Beverages Company (SBA):

The Algerian Beverages and Sodas Company (SBA), founded on November 22, 1998, and located in Eucalyptus on the Maftah Road in Algiers, stands as a major pillar in the non-alcoholic beverages industry in Algeria. Since its beginning of operations in October 2000, SBA has been distinguished by its specialization in the production and distribution of quality beverage particularly sodas and fruit drinks, packaged in one-liter glass bottles. Under the iconic brand HAMOUD BOUALEM, the company is committed to satisfying the preferences of Algerian consumers by offering refreshing and flavorful products.

1.1.History:

The Algerian Beverages and Sodas Company (SBA), operating under the business name SARL, was founded in November 1999 and commenced its activities in October 2000. Specializing in the manufacture and marketing of non-alcoholic beverages under the renowned HAMOUD BOUALEM brand, the company primarily targets the general public. Its product portfolio includes a variety of sodas and fruit drinks (juices), catering to the diverse tastes and needs of its consumers.

In 2003, the company took a significant step forward by acquiring a modern production line equipped with state-of-the-art machinery. This investment enhanced the quality and efficiency of its manufacturing processes, solidifying its market position and ensuring customer satisfaction.

To strengthen its distribution and better serve its clientele, SBA Company opened a depot in Chelghoum laid. This initiative facilitates broader market access to its products, reinforcing its presence across the national territory. Through its commitment to innovation and customer satisfaction, SBA Company has established itself as a key player in the Algerian beverage market.

1.2.Geographical Location:

The Algerian Sodas and Beverages Company (abbreviated as SBA) is strategically positioned in Eucalyptus, 25 kilometers west of Algiers. Situated just 10 kilometers from the airport, its proximity facilitates efficient transportation logistics. Additionally, it is adjacent to the route of the second ring road of Algiers, providing convenient access to major transportation arteries.

1.3.The workforce:

The Algerian company Sodas and Beverages Company (SBA) employs 208 workers in four categories:

- Senior Executives: 04 executives
- Executive staff: 12 staff
- Supervisors: 36 staff
- Execution Agents: 156 staff

The factory operates 24 hours a day, 7 days a week, with four teams specifically during the month of Ramadan

1.4.Infrastructure:

The means of production are divided into five main buildings and ancillary areas. The division is made into sections:

Building 1: Storage store for raw materials and cleaning products. Syrup production (siroperie).Self-control laboratory for performing all required physicochemical and microbiological analyses

Building 2: Production line A

Building 3: Production line B.

Building 4: Finished products storage area (delivery docks).

Building 5: Cold rooms (ground floor) .General management (1st floor).

Building 6: The canteen, changing rooms and showers and toilets.

1.4.1. Annex Areas:

- Unloading and storage area for packaging (boxes and bottles).
- Water treatment plant.
- CO2 station.
- Utility station (boiler, compressors, refrigeration units).
- Wastewater treatment plant.

1.5.Missions:

SBA Company is dedicated to optimizing production processes to meet targets and uphold quality standards. This entails ensuring smooth and efficient operations across all production lines, with a focus on implementing effective management strategies to consistently achieve production goals while delivering high-quality products.

Quality assurance and control are integral to SBA's operations, extending throughout the entire production process. Careful monitoring is carried out to ensure the quality and safety of the products, with regular analysis covering physicochemical and microbiological aspects to maintain strict quality standards.

Logistics and distribution operations are critical for SBA's ability to reliably deliver products to customers on time, including those packaged in 1L glass bottles. Careful coordination ensures timely delivery while maintaining the freshness and integrity of the product, contributing to customer satisfaction and loyalty.

Facility management plays a vital role in creating a conducive work environment for employees. SBA values the maintenance and management of these facilities to ensure the safety, comfort, and well-being of its workforce, promoting a positive and productive work culture.

Environmental responsibility is a core value of SBA's operations. The company monitors key facilities to ensure compliance with environmental regulations, minimizing its

environmental footprint and demonstrating its commitment to sustainability and responsible business practices.

1.6.Objectives:

Increasing Efficiency is one of SBA Company's main goals. This means cutting waste, streamlining the production process, and limiting downtime everywhere. SBA seeks to increase productivity and resource usage through increased efficiency.

Another important objective is continuous improvement. Maintaining or improving product quality is aided by routine evaluation of processes and quality control systems.

SBA can maintain its competitiveness and pinpoint areas for development by utilizing feedback.

Prioritizing employee welfare includes making sure there are enough facilities and offering training opportunities. This increases overall productivity and creates a positive work environment.

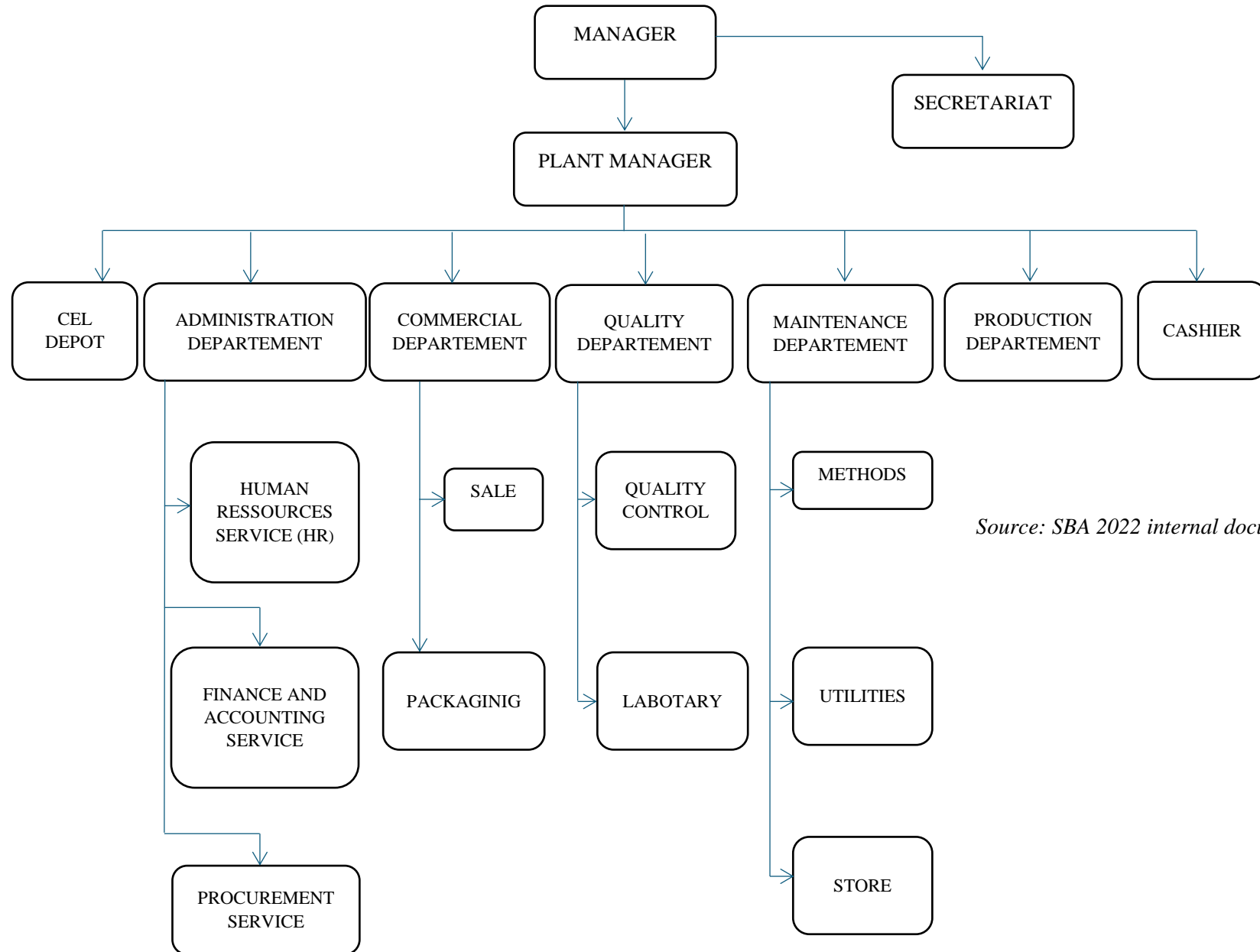
Integrating sustainable practices reduces the impact on the environment. SBA's dedication to sustainability is evidenced by its major priority areas, which include waste reduction and efficient resource management.

Security Ensuring a safe working environment for all employees is contingent upon compliance. Adherence to regulations in all aspects of business reduces potential hazards and safeguards personnel.

Central to achieving customer satisfaction is timely feedback processing and consistent, high-quality product delivery. Customers become more loyal and trusting as a result.

1.7.The organizational structure of SBA Company:

Figure N°4: The SBA company organization chart



Source: SBA 2022 internal document

At the head of the company is the manager, supported by a secretariat and a factory manager.

The Company is organized into five main departments:

- Production department,
- Maintenance department,
- Quality department
- Commercial department
- Administration department is further subdivided into three distinct services: Human Resources (HR), Finance and Accounting and Procurement.

In addition to these departments, the company also includes a cash office and a warehouse, which operate independently of the above departments. This structure allows for efficient and specialized management of each operational aspect of the company.

1.8. Remuneration System at the Algerian Beverages and Sodas Company (SBA):

The Algerian Beverages and Sodas Company (SBA) has implemented a diversified remuneration system centered on negotiation, aiming to motivate its employees and cater to the specificities of each position. This system primarily consists of fixed remuneration, represented by a base salary attributed to each position based on responsibilities and required qualifications. Additionally, there are various variable bonuses and allowances that are negotiable according to specific working conditions. These bonuses include those related to shift work, nuisances, seniority, overtime, night work, interim allowances... Moreover, SBA Company values performance through productivity and results-based bonuses, further enhancing employee engagement and motivation.

Social benefits at SBA include various perks such as allowances, bonuses, retirement departure benefits, and social loans. These benefits are designed to enhance employee well-being and support their financial and personal needs. The company provides comprehensive medical care through mutual insurance, covering partial or full health expenses like consultations, medications, and hospitalizations, which helps reduce personal costs and supports employee well-being. Additionally, budgeted social loans are available for home acquisition, renovation, vehicle purchase, medical expenses, court decisions, and marriage. By offering these benefits, the company shows its commitment to supporting and motivating its employees.

1.8.1. Objective:

- **Develop a Fair and Competitive Compensation Program:** Ensure that all employees are rewarded fairly and competitively, combining fixed salaries with variable incentives to promote productivity and account for specific working conditions.

- **Motivate and Encourage Efforts through Incentive Bonuses:** Boost employee motivation and recognize outstanding performance with bonuses linked to individual, team, and company achievements.

-**Maintain Pay Equity and Ensure Regulatory Compliance:** Regularly review and adjust salaries to ensure fairness and compliance with regulations, fostering trust and integrity within the workforce.

1.8.2. Components of remuneration at SBA Company:

1.8.2.1. Direct remuneration:

Direct remuneration at SBA Company includes a fixed base salary for each position based on responsibilities and qualifications, along with variable bonuses and allowances for specific working conditions, such as shift work, seniority, and performance-based incentives

1.8.2.1.1. Base Salary

Every position in the company has a base pay that is established based on the responsibilities, skills, and specific work associated with the position. Unlike grid-based pay systems, this amount is determined during the hiring process and may be subject to individual negotiations.

1.8.2.1.2. Variable Bonuses and Allowances:

Various bonuses and allowances are negotiable based on specific working conditions. These include:

a) Nuisance allowance:

The nuisance allowance is granted to workers in positions that involve inconveniences such as dirtiness, difficulty, unsanitary conditions, and danger. This allowance is provided based on the actual number of days spent working in such harmful conditions.

The list of job positions eligible for the nuisance allowance is determined by the employer in consultation with the health and safety committee or the relevant delegate

The nuisance allowance can reach a maximum of 20% of the base salary, calculated as follows:

- 5% for difficulty,
- 5% for dirtiness,
- 5% for unsanitary conditions,
- 5% for danger.

b) The Lump Sum Permanent Service Allowance (PSSA):

The Lump Sum Permanent Service Allowance (PSSA) is intended to compensate for work schedule constraints required by service demands and does not cover any remuneration for overtime work. The rate of this allowance must not exceed 20% of the base salary.

Calculated annually, it requires a minimum of twenty-two hours of permanent service per month.

c) Shift Work Allowance:

The shift work allowance is granted to workers subject to one of the work regimes, with the rate set as follows:

- 25% of the base salary for continuous shifts (3 x 8).
 - 15% of the base salary for semi-continuous shifts (3 x 8).
- For 2 teams: → 10% of the base salary for semi-continuous shifts (2 x 8).

d) Meal Allowance:

If a worker is required to have their meal at the workplace due to the scheduling of work hours, the company provides them with a meal allowance of 175 DA /per day. The basket allowance cannot be combined with the travel and mission allowance.

e) Overtime Allowance:

- Overtime worked on working days is entitled to an increase in the basic hourly wage fixed as follows:

50% Surcharge: $(\text{Base salary} / 173.33) \times \text{Number of overtime hours worked during regular working days}$.

- Overtime worked either at night, on a weekly day of rest or on a public holiday shall, in addition to compensatory rest of equal duration, be entitled to a 100% increase in the hourly rate:

100% Surcharge: $(\text{Base salary} / 173.33) \times \text{Number of overtime hours worked} \times 2$ for work performed during nighttime, holidays, and weekly rest days.

f) Transport Allowance:

The transport allowance is a fixed reimbursement for expenses incurred by the worker's daily commute from home to the workplace and back.

The transport allowance is only provided for working days on a pro-rata basis.

The mileage used to determine the transport allowance is calculated based on the address declared at the time of hiring.

Any change in personal address must be reported to the employer. In case of non-reporting of change of address for the purpose of cheating on the distance, the beneficiary is subject to disciplinary sanctions.

A monthly transport allowance is allocated as follows:

Table N °01: Transport Allowance by Mileage

Tranches Km	monthly amount
Less than 3 km	0 DA
From 3 km to 5 km	1000 DA
From 5 km to 10 km	1500 DA
More than 10 km	2000 DA

Source: document intern of SBA Company

g) Mission Expenses:

Expenses incurred by a worker while on an official mission will be reimbursed. The worker on a mission will receive a flat-rate allowance of 5000 DA per day to cover any expenses related to the mission, such as transportation, accommodation, meals, and other incidental costs.

This allowance aims to ensure that workers can carry out their duties effectively without bearing the financial burden of mission-related expenses.

h) Interim Allowance:

The difference is calculated by subtracting the employee's salary from that of the temporarily occupied position, including all relevant bonuses and allowances.

i) Balance Sheet Bonus:

This bonus is awarded annually to employees involved in preparing the balance sheet, with the amount being twice their net salary.

The list of eligible recipients is determined by the Chief Financial Officer.

j) Professional Experience Allowance (IEP):

Employees are entitled to receive a Professional Experience Allowance, which is calculated at a rate of 1% of their base salary for each year of tenure within the company.

This allowance serves as recognition for their accumulated experience and loyalty to the organization.

k) Responsibility Allowance:

Recognizing the additional duties and leadership required, employees in positions of responsibility within the workplace are entitled to receive an allowance ranging from 10% to 40% of their base salary as a supplement to their compensation package.

This allowance not only acknowledges their enhanced role and contributions but also serves as an incentive to encourage and retain skilled leaders within the organization.

1.8.2.2. Indirect remuneration:

Social benefits include a variety of additional perks that the company provides to its employees.

These include allowances, bonuses, retirement departure benefits, and administrative loans. These benefits are designed to enhance employee well-being, strengthen their commitment, and support their financial and personal needs. By offering these benefits, the company demonstrates its commitment to supporting and motivating its employees.

1.8.2.2.1. Medical Care (Mutual Insurance):

Medical care, covered by a mutual insurance, includes partial or full coverage of employees' health expenses, such as medical consultations, medications, and hospitalizations.

This helps reduce personal costs in case of health issues and supports the well-being of employees.

1.8.2.2.2. Retirement Departure Allowance:

Upon retirement, employees are entitled to a departure allowance equivalent to 3 months' salary, calculated based on the net amount to be paid.

This allowance acts as a financial cushion to support employees as they transition into retirement, providing them with a level of financial certainty throughout this critical life change.

1.8.2.2.3. Social Loans:

Budgeted social loans are granted by the management according to the following terms and criteria:

- Acquisition of a home
- Construction of a home for residential use or renovation
- Purchase of a vehicle
- Medical expenses (surgical intervention)
- Court decision (eviction)
- Marriage

In case other exceptional situations arise, the loan commission is authorized to make decisions after a thorough review of the presented case.

Section 02: the research methodology

To provide an overview of the impact of remuneration on employee motivation at a beverage and soda company (SBA), we conducted a quantitative study. This involved using a questionnaire to collect information and answer our questions in general.

1. Survey presentation:

Our internship at SBA provided us with first-hand experience in a corporate environment. This internship allowed us to collect data that was directly related to our research topic. We conducted a questionnaire survey and interpreted the results to clearly answer the research questions.

2. Research Objectives:

The main objective of our study was to answer the following question: What is the impact of remuneration on employee motivation at SBA Company? To answer this question, we proposed the following hypotheses, which were either confirmed or refuted:

- Hypothesis 1: Remuneration has a positive impact on employee motivation
- Hypothesis 2: The remuneration system implemented by SBA is effective in meeting the expectations of employees.

Given the nature and objectives of our topic, we decided to conduct a quantitative study to determine the opinions of SBA employees. This approach allowed us to provide numerical answers to our questions and analyze them statistically in order to confirm or refute our research hypotheses.

3. Methodological Approach

3.1. The survey Methodology:

To answer our research questions, we developed a questionnaire consisting of 26 questions. The questionnaire was distributed in paper form to a sample of 70 employees, divided proportionally into different socio-professional categories:

- Senior Executives: 01 executive
- Executive staff: 04 staffs

- Supervisors: 12 staffs
- Execution Agents: 53 staffs

3.2.Data Collection Tool:

The questionnaire was chosen as the primary data collection tool due to its ability to gather structured and quantitative information. The types of questions included are:

Closed Questions: Single response, multiple responses, choice ordered with rating.

Semi-Open Questions: A combination of open and closed questions, offering a free choice of response.

3.3.Criteria for Good Questionnaire Design:

To ensure the quality of the responses, the questions were formulated to:

- Attract the respondents' attention.
- Be easy to understand to optimize the quality of responses.
- Provide complete and relevant answers without ambiguity.

3.4.Use of Results:

The results of this survey will be used to:

- Describe the studied population based on specific criteria.
- Estimate absolute or relative values regarding employee motivation.
- Test the relationships between remuneration and motivation to verify our research hypotheses.

4. Statistical Processing Methods:

In order to analyze the sample data, the Statistical Package for Social Sciences (SPSS) program was used. Among the most important statistical processing methods used in this study are the following:

- **Frequencies and percentages:** Frequencies and percentages were used to describe the characteristics of the research sample, and to determine the responses of its members regarding the different research axes.

- **Cronbach's Alpha coefficient:** It was used to know the stability of the questionnaire statements, so it takes values from 0 to 1. If there is no complete stability in the data, the coefficient value is equal to zero, but if there is complete stability in the data, then the coefficient value is equal to one, which means that an increase in the value of this coefficient indicates an increase in the credibility of the data.
- **Pearson Chi-Square:** was used to analyze the association between the variables. This method allowed us to determine if there is a significant correlation between two variables in case the distribution of data is not normal.

Section (3): Presentation, Analysis, and Interpretation of Results

1. Data Reliability:

Before analyzing the collected data, the reliability statistics table (Cronbach's Alpha Coefficient) is presented, which measures the reliability between variables. Cronbach's Alpha is one of the most important statistical tests for analyzing questionnaire data, in order to give it legitimacy. Based on the results of this test, the questionnaire will be modified or accepted. This test is used to determine if the questionnaire questions are consistent with each other.

Table N°2 : Reliability Statistics

	Number of Items	Cronbach's Alpha Coefficient
Total	17	0.685

Source: Compiled by ourselves based on the results in SPSS.

The reliability coefficient ranges from 0 to 1, with values above 0.50 generally considered sufficient. With a Cronbach's Alpha coefficient of 0.685, our study demonstrates an adequate correlation between questionnaire variables, affirming the reliability of our survey instrument.

This indicates that the questionnaire reliably measures the intended aspects of our study, ensuring confidence in the collected data.

2. Analysis of Personal Information:

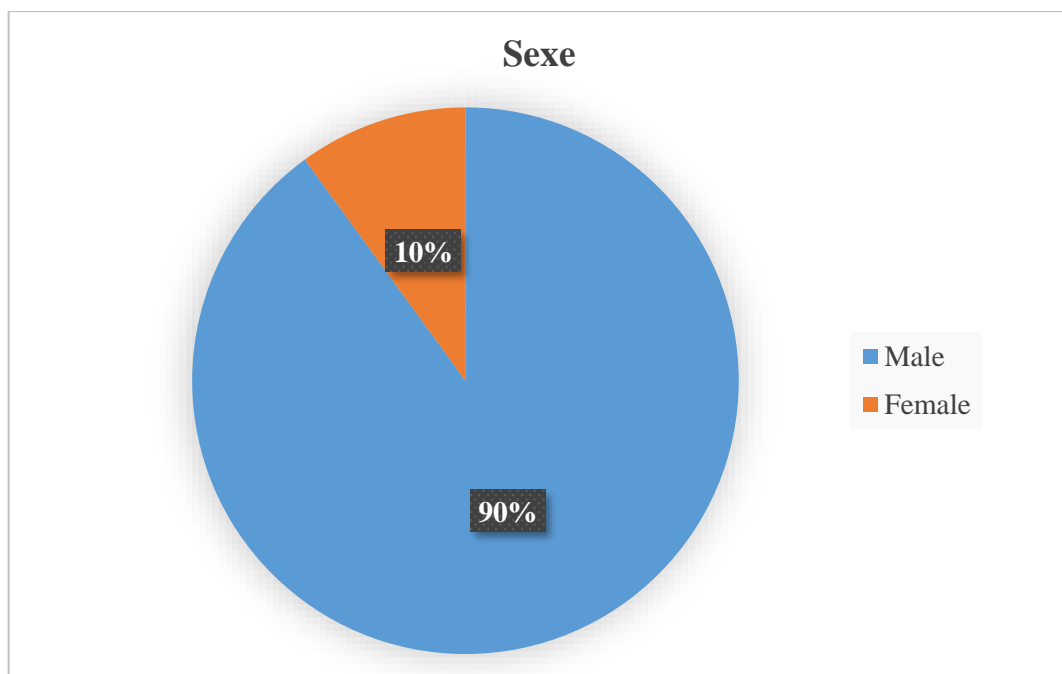
Q1: What is your gender?

Table N°3: Distribution of respondents by gender

Variable	Frequency	%
Male	63	90.0
Female	7	10.0
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°5: Graphical representation of the sample distribution by gender



Source: Compiled by ourselves from SPSS

The distribution of respondents by gender indicates a marked majority of male participants, representing 90.0% of the sample, compared to only 10.0% female participants. This shows an unbalanced distribution in terms of gender, with a majority of male respondents.

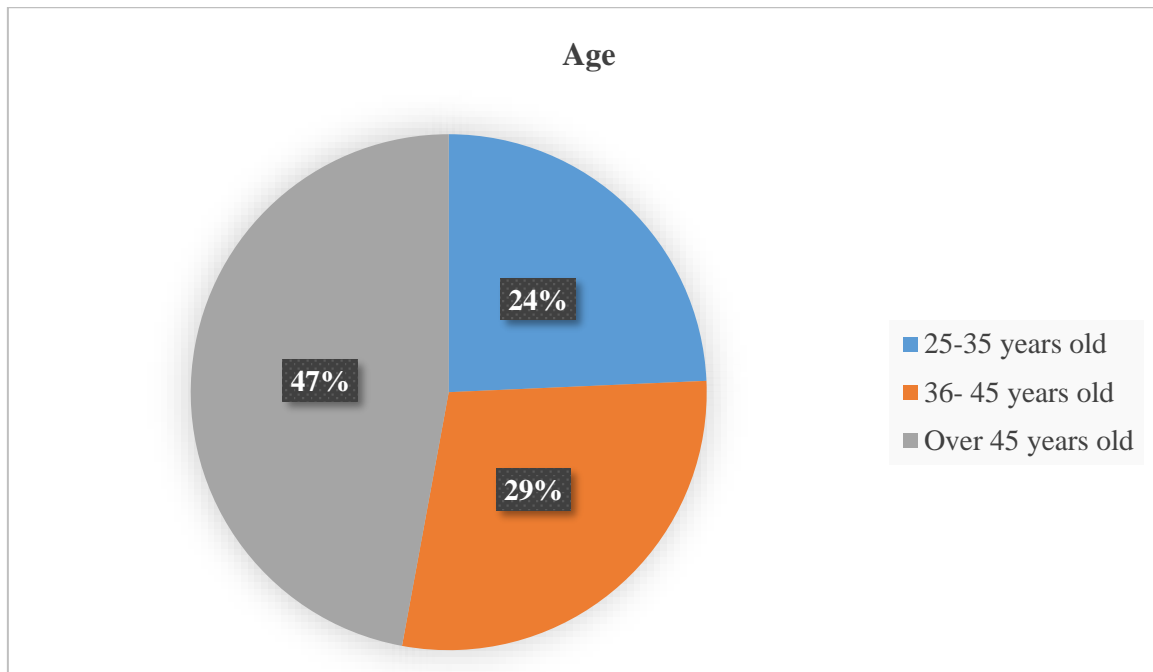
Q2: What is your age?

Table N°4: Distribution of respondents by age

Variable	Frequency	%
25-35 years old	17	24.3
36- 45 years old	20	28.6
Over 45 years old	33	47.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°6: Graphical representation of the sample distribution by age



Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by age indicates a marked majority of participants over 45 years old, representing 47.1% of the sample, compared to 28.6% of participants aged 36-45 years old and 24.3% of participants aged 25-35 years old. This shows an unbalanced distribution in terms of age, with a majority of respondents being over 45 years old.

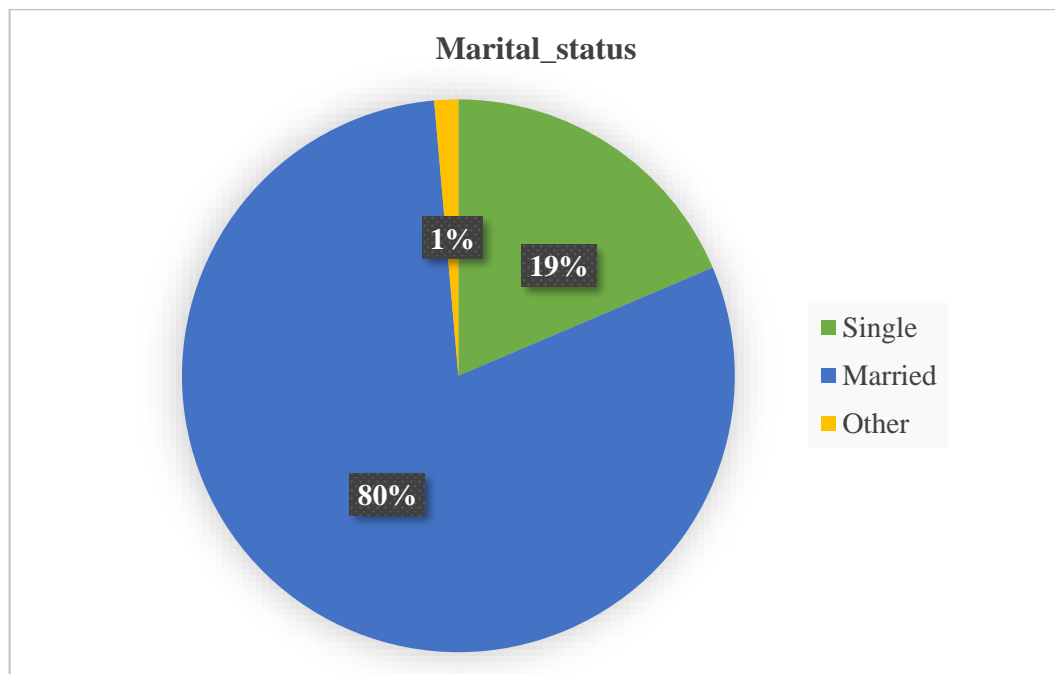
Q3: What is your marital status ?

Table N°5: Distribution of respondents by marital status

Variable	Frequency	%
Single	13	18.6
Married	56	80.0
Other	1	1.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°7: Graphical representation of the sample distribution by marital status



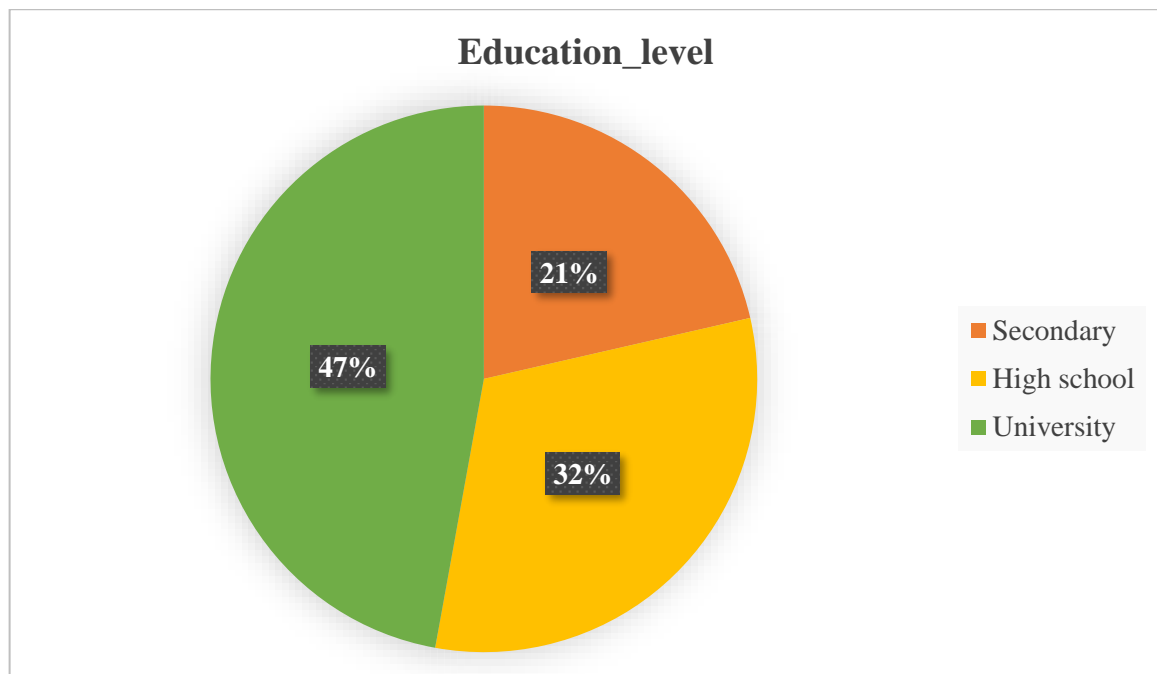
Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by marital status indicates a marked majority of married participants, representing 80.0% of the sample, compared to 18.6% single participants and only 1.4% with other marital statuses (divorced). This shows an unbalanced distribution in terms of marital status, with a majority of respondents being married.

Q4: Education level?**Table N°6:** Distribution of respondents by education level

Variable	Frequency	%
Secondary	15	21.4
High school	22	31.4
University	33	47.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°8: Graphical representation of the sample distribution by education level

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by education level indicates a marked majority of university-educated participants, representing 47.1% of the sample, compared to 31.4% of high school-educated participants and 21.4% of secondary-educated participants. This shows an unbalanced distribution in terms of education level, with a majority of respondents having a university education.

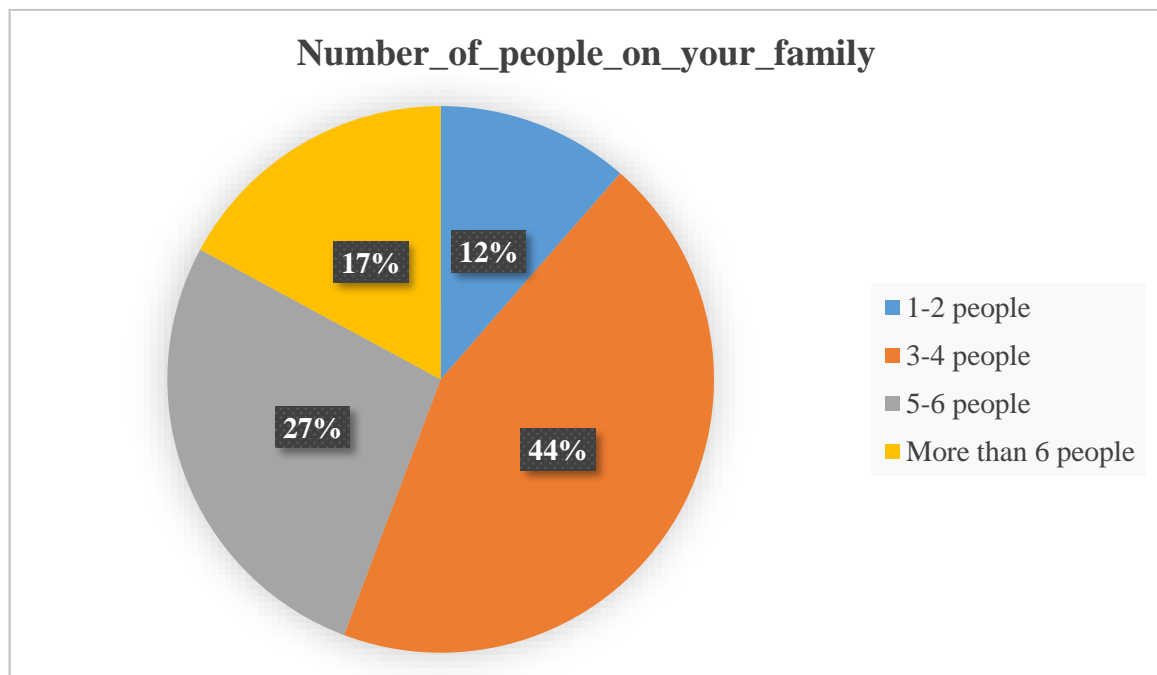
Q5: Number of people on your family?

Table N° 7: Distribution of respondents based on family size

Variable	Frequency	Pourcentage (%)
1-2 people	8	11.4
3-4 people	31	44.3
5-6 people	19	27.1
More than 6 people	12	17.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°9: Graphical representation of the sample distribution based on family size



Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by number of people in their family indicates a marked majority of participants with 3-4 people in their family, representing 44.3% of the sample, compared to 27.1% with 5-6 people, 17.1% with more than 6 people, and 11.4% with 1-2 people. This shows an unbalanced distribution in terms of family size, with a majority of respondents having 3-4 people in their family.

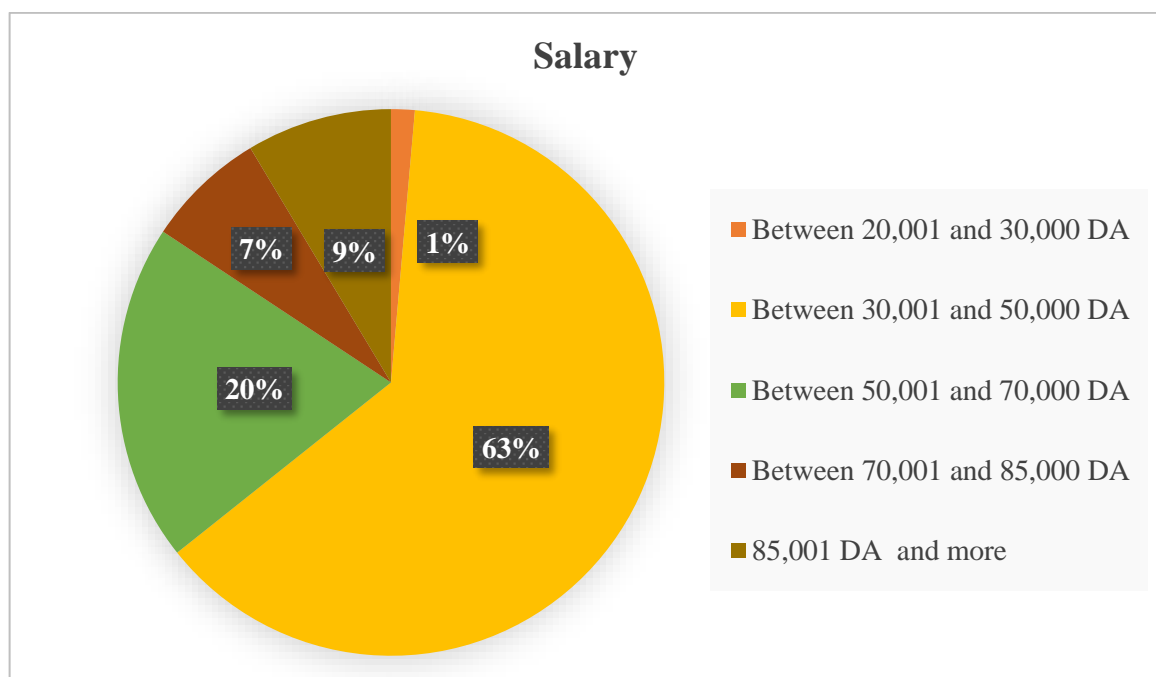
Q6:Salary?

Table N°8: Distribution of respondents based on salary levels

Variable	Frequency	Pourcentage (%)
Between 20,001 and 30,000 DA	1	1.4
Between 30,001 and 50,000 DA	44	62.9
Between 50,001 and 70,000 DA	14	20.0
Between 70,001 and 85,000 DA	5	7.1
85,001 DA and more	6	8.6
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°10: Graphical representation of the sample distribution based on salary levels



Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by salary indicates a majority of participants earning between 30,001 and 50,000 DA, representing 62.9% of the sample. This is followed by 20.0% earning between 50,001 and 70,000 DA, 8.6% earning 85,000 DA and more, 7.1% earning between 70,001 and 85,000 DA, and only 1.4% earning between 20,001 and 30,000 DA. This shows an unbalanced distribution in terms of salary, with a majority of respondents earning between 30,001 and 50,000 DA.

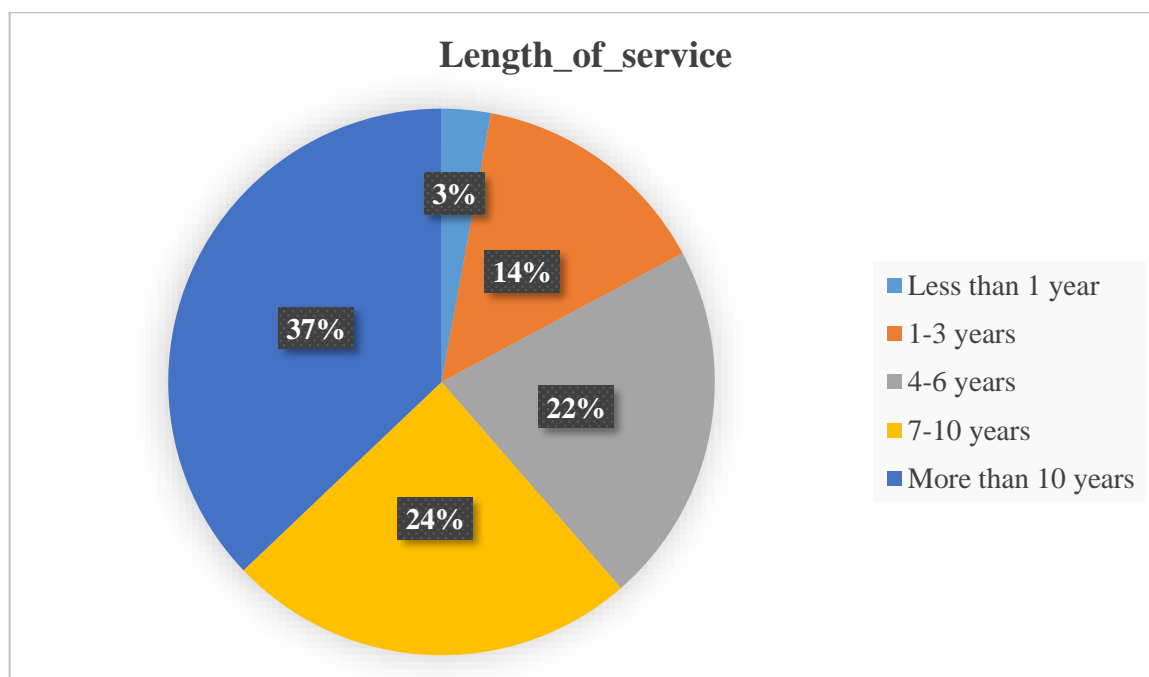
Q7: Length of service?

Table N°9: Distribution of respondents by length of service

Variable	Frequency	Pourcentage (%)
Less than 1 year	2	2.9
1-3 years	10	14.3
4-6 years	15	21.4
7-10 years	17	24.3
More than 10 years	26	37.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N°11: Graphical representation of the sample distribution by length of service



Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by length of service indicates a majority of participants with more than 10 years of service, representing 37.1% of the sample. There are smaller percentages of respondents in other length of service categories: 24.3% with 7-10 years, 21.4% with 4-6 years, 14.3% with 1-3 years, and 2.9% with less than 1 year of service. This shows an unbalanced distribution in terms of length of service, with a majority of respondents having more than 10 years of service.

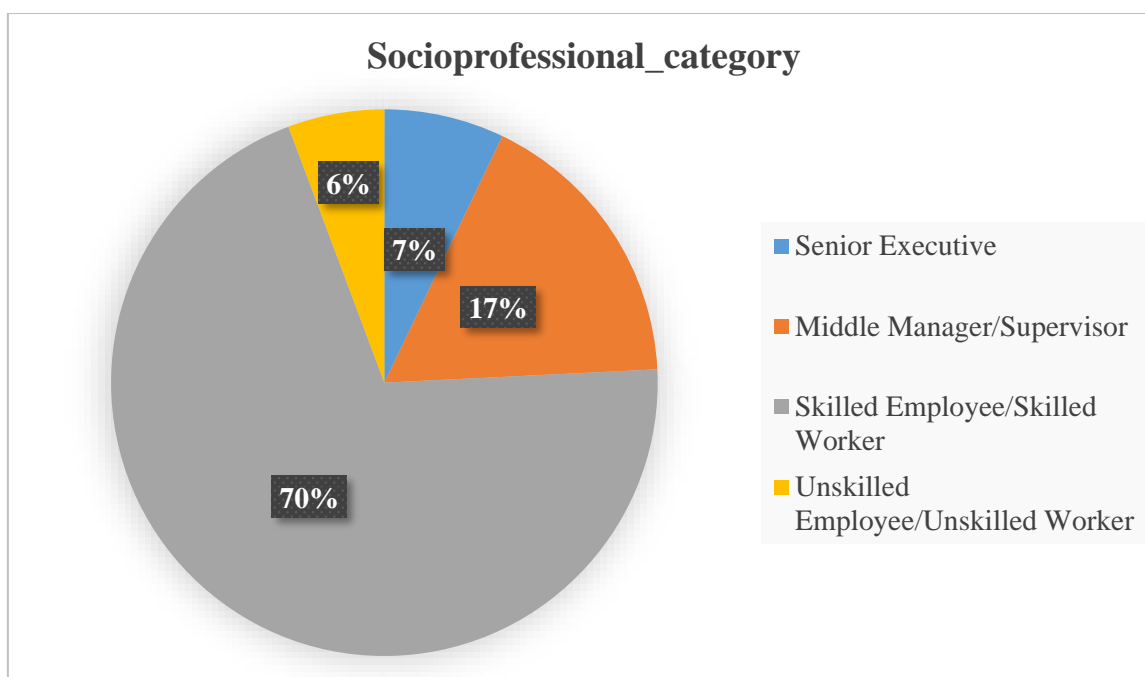
Q8: Socioprofessional category?

Table N°10: Distribution of respondents based on socioprofessional category

Variable	Frequency	Pourcentage
Senior Executive	5	7.1
Middle Manager/Supervisor	12	17.1
Skilled Employee/Skilled Worker	49	70.0
Unskilled Employee/Unskilled Worker	4	5.7
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

Figure N12 : Graphical representation of the sample distribution based on socioprofessional category



Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by socioprofessional category indicates a majority of participants in the skilled employee/skilled worker category, representing 70.0% of the sample. There are smaller percentages of respondents in other socioprofessional categories: 17.1% are middle managers/supervisors, 7.1% are senior executives, and 5.7% are unskilled employees/unskilled workers. This shows an unbalanced distribution in terms of

socioprofessional category, with a majority of respondents being skilled employees or skilled workers.

3. Remuneration evaluation:

- How do you rate your overall satisfaction with your remuneration?

Table N°11: Distribution of Respondents by Overall Satisfaction with Remuneration

Variable	Frequency	%
Very dissatisfied	18	25.7
Dissatisfied	22	31.4
Neutral	11	15.7
Satisfied	19	27.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their overall satisfaction with their remuneration indicates a marked majority of dissatisfied participants, representing 31.4% of the sample, compared to 27.1% satisfied participants, 25.7% very dissatisfied participants, and 15.7% neutral participants. This shows an unbalanced distribution in terms of overall satisfaction with remuneration, with a majority of respondents being dissatisfied. This suggests a prevailing sentiment of discontent regarding compensation among the respondents, which may require further investigation and action to address the underlying issues.

- Do you find the company's remuneration system to be fair?

Table N°12: Distribution of Respondents' Perceptions on the Fairness of the Company's Remuneration System

Variable	Frequency	%
Yes, absolutely	4	5.7
Yes, somewhat	23	32.9
Neutral	12	17.1
No, not really	23	32.9
No, not at all	8	11.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their perception of the fairness of the company's remuneration system indicates a diverse range of opinions. The majority of respondents, 32.9%, are divided between those who find it somewhat fair and those who do not find it really fair, each group representing 23 individuals. This shows a balanced yet polarized distribution, with significant portions of the sample holding contrasting views. A smaller proportion, 17.1%, remain neutral on the issue. Additionally, 5.7% of respondents find the remuneration system to be absolutely fair, while 11.4% believe it is not fair at all. This distribution suggests that there is no overwhelming consensus on the fairness of the remuneration system, with opinions fairly split between positive, negative, and neutral stances.

- Does the remuneration you receive meet your expectations?

Table N° 13: Distribution of Respondents' Expectations Met by Remuneration

Variable	Frequency	%
Yes	34	48.6
No	24	34.3
Partially	12	17.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by whether the remuneration they receive meets their expectations indicates a majority, with 48.6% of respondents affirming that it does. This shows that nearly half of the sample is satisfied with their remuneration. On the other hand, 34.3% of respondents feel that their remuneration does not meet their expectations, representing a significant portion of the sample. Additionally, 17.1% of respondents believe that their remuneration only partially meets their expectations. This distribution reflects a generally positive sentiment towards the remuneration system, with a notable minority expressing dissatisfaction and a smaller group feeling only partially satisfied.

- How do you rate the adequacy of your remuneration in relation to your skills and experience?

Table N°14: Distribution of respondents ' Ratings on Remuneration Adequacy Relative to Skills and Experience"

Variable	Frequency	%
Very inadequate	13	18.6
Inadequate	26	37.1
Neutral	31	44.3
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their rating of the adequacy of their remuneration in relation to their skills and experience indicates a predominantly critical view. A majority of 44.3% of respondents remain neutral on this issue, neither viewing their remuneration as adequate nor inadequate. However, a significant portion of the sample, 37.1%, finds their remuneration inadequate, and 18.6% view it as very inadequate. This indicates that over half of the respondents (55.7%) have concerns about the adequacy of their remuneration when considering their skills and experience. This suggests that while a large group remains neutral, there is a notable sentiment of inadequacy among the employees regarding their remuneration.

- How motivated do you feel at work?

Table N° 15: "Distribution of Workplace Motivation Levels Among Respondents"

Variable	Frequency	%
Very highly	16	22.9
Highly	15	21.4
Moderately	2	2.9
Weakly	11	15.7
Not at all	26	37.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their level of motivation at work shows a varied range of feelings among the employees. The largest group, 37.1%, reports not feeling motivated at all, indicating a significant issue with workplace motivation. Following this, 22.9% of respondents feel very highly motivated, and 21.4% feel highly motivated, together representing nearly half of the sample (44.3%) with positive motivation levels. However, only 2.9% feel moderately motivated, and 15.7% feel weakly motivated. This distribution reveals a polarized situation where a substantial portion of the workforce feels a complete lack of motivation, while a nearly equal proportion feels highly motivated. The remaining respondents fall somewhere in between, with a small minority feeling only moderately or weakly motivated.

- To what extent does remuneration influence your motivation at work?

Table N°16: "Distribution of Remuneration's Influence on Workplace Motivation Among Respondents"

Variable	Frequency	%
Very highly	29	41.4
Highly	20	28.6
Weakly	5	7.1
Not at all	16	22.9
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by the extent to which remuneration influences their motivation at work indicates a predominantly strong influence. The majority of respondents, 41.4%, feel that remuneration very highly influences their motivation, and an additional 28.6% report that it highly influences their motivation. Together, these groups represent 70% of the sample, suggesting that for most employees, remuneration plays a significant role in their workplace motivation. On the other hand, 22.9% of respondents feel that remuneration does not influence their motivation at all, while a smaller group, 7.1%, believes that remuneration influences their motivation weakly. This distribution underscores the critical role of remuneration in driving motivation for the majority of employees, with a notable minority indicating that it has little to no impact on their motivation levels.

- Does remuneration impact your motivation to provide quality work?

Table N°17: "Distribution of Remuneration's Impact on Motivation for Quality Work Among Respondents"

Variable	Frequency	%
Yes, a very significant impact	20	28.6
Yes, a moderate impact	32	45.7
Yes, a slight impact	15	21.4
No, no impact	3	4.3
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by the impact of remuneration on their motivation to provide quality work highlights a strong relationship between remuneration and motivation. A significant portion of respondents, 28.6%, believe that remuneration has a very significant impact on their motivation to provide quality work. Additionally, 45.7% of respondents feel that remuneration has a moderate impact on their motivation, indicating a total of 74.3% of the sample attributing at least some level of impact to remuneration. Furthermore, 21.4% of respondents believe that remuneration has a slight impact on their motivation, while only 4.3% feel that it has no impact at all. This distribution suggests that remuneration plays a crucial role in motivating employees to deliver quality work, with the majority of respondents acknowledging its influence to varying degrees.

- Do you think bonuses and other benefits (allowances, mission expenses, etc.) are motivating factors for you?

Table N° 18: "Distribution of Perceptions on the Motivational Impact of Bonuses and Other Benefits Among Respondents "

variable	Frequency	%
Yes, absolutely	28	40.0
Yes, somewhat	22	31.4
Neutral	19	27.1

No, not at all	1	1.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their perception of bonuses and other benefits as motivating factors reveals a generally positive attitude towards these incentives. A significant portion of respondents, 40.0%, believe that bonuses and other benefits are absolutely motivating factors for them, indicating a strong positive impact. Additionally, 31.4% of respondents feel that these incentives are somewhat motivating, further supporting the notion that bonuses and benefits play a significant role in motivating employees. A smaller but notable proportion, 27.1%, remains neutral on this issue, suggesting that there is some variability in how individuals perceive the motivating effect of bonuses and benefits. Only 1.4% of respondents believe that these incentives are not motivating at all, indicating a widespread acknowledgment of their motivational impact.

- Does the current remuneration system encourage you to stay longer in the company?

Table N°19: "Distribution of Responses on the Influence of the Current Remuneration System on Employee Retention"

Variable	Frequency	%
No	43	61.4
Yes	27	38.6
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by whether the current remuneration system encourages them to stay longer in the company suggests a significant portion of the workforce is not incentivized to remain. A majority of respondents, 61.4%, do not feel encouraged by the current remuneration system to stay longer in the company. Conversely, 38.6% of respondents feel that the current system does encourage them to stay longer. This distribution indicates a notable dissatisfaction with the remuneration system's ability to retain employees, with a majority feeling that it does not effectively incentivize long-term commitment.

- How do you rate the effectiveness of the SBA Company's remuneration system?

Table N°20: "Distribution of Ratings on the Effectiveness of SBA Company's Remuneration System"

Variable	Frequency	%
Very ineffective	8	11.4
Ineffective	23	32.9
Neutral	22	31.4
Effective	16	22.9
Very effective	1	1.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their rating of the effectiveness of the SBA Company's remuneration system indicates a varied perception among employees. A significant portion of respondents, 31.4%, remain neutral on the system's effectiveness. However, a substantial number, 32.9%, view the system as ineffective, while 11.4% find it very ineffective. On the other hand, 22.9% of respondents consider the system effective, and only 1.4% find it very effective. This distribution suggests that there is a notable dissatisfaction among employees regarding the effectiveness of the remuneration system, with a majority perceiving it as ineffective or neutral.

- Do you think the bonuses and additional benefits offered by the company increase your motivation at work?

Table N°21: "Distribution of Perceptions on the Motivational Impact of Bonuses and Additional Benefits Among Employees"

Variable	Frequency	%
Very strongly	17	24.3
Strongly	27	38.6
Not at all	26	37.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their belief regarding the impact of bonuses and additional benefits on their motivation at work indicates a mixed perception. A significant portion of respondents, 38.6%, feel that these incentives strongly increase their motivation, while an additional 24.3% believe that they very strongly increase their motivation. Together, these groups represent a substantial portion of the sample (63%) who find bonuses and benefits to be strong motivators. However, 37.1% of respondents feel that these incentives do not increase their motivation at all. This distribution suggests a divided sentiment among employees, with a majority acknowledging the motivational impact of bonuses and benefits, but a significant minority expressing that they do not feel motivated by these incentives.

- -How do you rate the remuneration system of SBA Company compared to other companies?

Table N°22: "Comparison of Respondents' Ratings on SBA Company's Remuneration System Against Other Companies"

Variable	Frequency	%
Much better	4	5.7
Better	21	30.0
Similar	38	54.3
Worse	4	5.7
Much worse	3	4.3
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their rating of the remuneration system at SBA Company compared to other companies indicates a relatively balanced perception. The majority of respondents, 54.3%, view the company's remuneration system as similar to those of other companies. Additionally, 30.0% of respondents believe that the company's remuneration system is better than those of other companies, indicating a positive perception among this group. Conversely, 5.7% of respondents feel that the company's remuneration system is much better than other companies, while 5.7% believe it is worse, and 4.3% think it is much worse. This distribution suggests that while a significant portion of respondents see the company's remuneration system as on par with others, there is a notable group that perceives it as better, indicating a positive perception of the company's compensation practices.

- Is the transparency of remuneration criteria satisfactory to you?

Table N° 23: "Distribution of Satisfaction with Transparency of Remuneration Criteria Among Respondents"

Variable	Frequency	%
Yes, absolutely	1	1.4
Yes, somewhat	13	18.6
Neutral	27	38.6
No, not really	21	30.0
No, not at all	8	11.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their satisfaction with the transparency of remuneration criteria suggests a mixed perception. A majority of respondents, 38.6%, remain neutral on this issue, indicating uncertainty or lack of strong opinion regarding the transparency of remuneration criteria. Additionally, 30.0% of respondents feel that the transparency of remuneration criteria is not really satisfactory, and 11.4% believe it is not satisfactory at all. In contrast, only 1.4% of respondents are absolutely satisfied with the transparency of remuneration criteria, and 18.6% are somewhat satisfied. This distribution suggests that there

is room for improvement in the transparency of remuneration criteria, as a significant portion of respondents do not find it satisfactory.

- Does the current remuneration system meet your professional expectations?

Table N° 24: "Distribution of Responses Regarding the Alignment of the Current Remuneration System with Professional Expectations"

Variable	Frequency	%
Yes, partially	5	7.1
Neutral	18	25.7
No, not really	1	1.4
No, not at all	46	65.7
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by whether the current remuneration system meets their professional expectations indicates a widespread dissatisfaction among employees. A majority of respondents, 65.7%, feel that the current remuneration system does not meet their professional expectations at all. Additionally, 25.7% remain neutral on this issue, suggesting uncertainty or lack of strong opinion regarding the alignment of the remuneration system with their professional expectations. Only a small proportion, 7.1%, believe that the current system meets their professional expectations partially, while 1.4% feel that it does not meet their expectations at all. This distribution highlights a significant gap between employee expectations and the current remuneration system, indicating a need for improvement in meeting employees' professional expectations.

- Does the current remuneration system encourage you to stay longer in the company?

Table N° 25: "Distribution of Responses on the Influence of the Current Remuneration System on Employee Retention"

Variable	Frequency	%
Yes	28	40.0
No	42	60.0
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by whether the current remuneration system encourages them to stay longer in the company indicates a lack of significant encouragement. A majority of respondents, 60.0%, do not feel encouraged by the current remuneration system to stay longer in the company. Conversely, 40.0% of respondents feel that the current system does encourage them to stay longer. This distribution suggests that while a notable portion of employees feel encouraged by the remuneration system, a majority do not, indicating a need for improvement in this area to enhance employee retention.

- In your opinion, what are the main improvements needed in the SBA remuneration system to enhance employee motivation?

Table N°26: "Employee Perspectives on Improving the SBA Remuneration System for Enhanced Motivation"

Variable	Frequency	%
Increase in base salaries	43	61.4
Increase in bonuses	10	14.3
Introduction of new bonuses	9	12.9
Transparency in bonus calculation criteria	8	11.4
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by their opinions on the main improvements needed in the SBA remuneration system to enhance employee motivation highlights several key areas of focus. The majority of respondents, 61.4%, believe that an increase in base salaries is the main improvement needed. This suggests that employees feel that their base pay is not at a satisfactory level and that an increase would enhance their motivation. Additionally, 14.3% of

respondents suggest that an increase in bonuses would improve the system, indicating that bonuses are also an important factor in motivating employees.

Furthermore, 12.9% of respondents feel that the introduction of new bonuses would enhance the remuneration system, suggesting that additional incentives could further motivate employees. Finally, 11.4% of respondents believe that transparency in bonus calculation criteria is needed, indicating a desire for clearer and more understandable bonus structures. Overall, these findings suggest that improving base salaries, increasing bonuses, introducing new bonuses, and enhancing transparency in bonus calculations are key areas for enhancing employee motivation within the SBA remuneration system.

- Are there other factors, besides remuneration, that you consider essential for improving your motivation?

Table N°27: "Distribution of Employee Perspectives: Exploring Essential Motivational Factors Beyond Remuneration"

Variable	Frequency	%
Better working conditions	16	22.9
Recognition and appreciation	20	28.6
Training and development opportunities	22	31.4
Work environment	12	17.1
Total	70	100.0

Source: Compiled by ourselves based on the results in SPSS.

The distribution of respondents by other factors they consider essential for improving their motivation, besides remuneration, highlights several key areas. A significant portion of respondents, 31.4%, believe that training and development opportunities are essential for improving their motivation. This suggests that employees value opportunities for growth and advancement in their careers as a key motivator.

Additionally, 28.6% of respondents feel that recognition and appreciation are essential, indicating a desire for acknowledgment of their efforts and contributions. Furthermore, 22.9% of respondents believe that better working conditions are essential for improving their motivation, suggesting that factors such as a comfortable and safe work environment are important considerations for employee motivation. Finally, 17.1% of respondents consider the overall work environment to be essential, indicating that factors such as company culture and interpersonal relationships play a role in motivating employees. Overall, these findings suggest that besides remuneration, factors such as training and development opportunities, recognition and appreciation, better working conditions, and the overall work environment are essential for improving employee motivation.

4. Summary of Results:

The analysis of the data provides valuable insights into the perceptions and sentiments of employees regarding the remuneration system at SBA Company. Here is a summary of the key findings:

- The majority of respondents are dissatisfied with their remuneration, with 31.4% being dissatisfied and 25.7% very dissatisfied.
- Opinions are divided regarding the fairness of the remuneration system, with 32.9% finding it somewhat fair and an equal percentage finding it not really fair.
- While 48.6% of respondents feel that their remuneration meets their expectations, 34.3% believe it does not, indicating a significant proportion of dissatisfaction.
- A majority of respondents (44.3%) are neutral about the adequacy of their remuneration, while 37.1% find it inadequate.
- A concerning 37.1% of respondents do not feel motivated at all, while 44.3% feel highly to very highly motivated.
- The majority (70%) of respondents feel that compensation has a very high to high influence on their motivation.
- A substantial number of respondents (74.3%) believe that remuneration has at least a moderate impact on their motivation to provide quality work.

- A significant portion of respondents (32.9%) view the system as ineffective, while only 22.9% consider it effective.
- A majority of respondents (60.0%) do not feel encouraged by the current remuneration system to stay longer in the company.
- The majority (54.3%) of respondents view the company's remuneration system as similar to that of other companies.
- A majority of respondents (69.9%) find the transparency of remuneration criteria unsatisfactory to some degree.
- The main improvements suggested by respondents include an increase in base salaries (61.4%) and improvements in bonuses (14.3%).
- Besides remuneration, factors such as recognition and appreciation (28.6%) and training and development opportunities (31.4%) are considered essential for improving motivation.

These findings indicate a significant level of dissatisfaction and a need for improvement in various aspects of the remuneration system at SBA Company. Addressing these issues could lead to higher employee satisfaction, motivation, and retention, ultimately benefiting the company's overall performance and success.

5. Testing the hypotheses:

The hypothesis testing follows the following principle:

Accept the hypothesis: if the significance level is greater than (0.05).

Reject the hypothesis: if the significance level is less than (0.05).

5.1. Testing the first hypothesis:

H 01: Remuneration positively impacts employees' motivation

For this hypothesis, we need to cross-reference questions on satisfaction with remuneration with those on motivation.

Table N° 28 :Cross-Tabulation: Q9 (Overall satisfaction with remuneration) and Q13 (Level of motivation at work)

		Overall satisfaction with remuneration				Total
		Very dissatisfied	Dissatisfied	Neutral	Satisfied	
Level of motivation at work	Not at all	5 27.8 %	9 40.9 %	4 36.4%	8 42.1%	26 37.1%
	Weakly	6 33.3%	3 13.7%	1 9%	1 5.2%	11 15.7 %
	Moderately	0 0%	0 0%	0 0%	2 10.5%	2 2.8%
	Highly	5 27.8%	5 22.7	0 0%	5 26.4%	15 21.5%
	Very highly	2 11.1%	5 22.7	6 54.6%	3 15.8%	16 22.9%
Total		18 25.8%	22 31.4%	11 15.7%	19 27.1%	70 100%

Source: Compiled by ourselves based on the results in SPSS.

The data reveals a clear distribution": employees who are less motivated, such as those "Not at all motivated" (27.8% very dissatisfied, 40.9% dissatisfied) and "Weakly motivated" (33.3% very dissatisfied, 13.7% dissatisfied), show higher dissatisfaction with their remuneration. In contrast, those who are "Moderately motivated" (100% satisfied) and especially "Highly motivated" (27.8% very dissatisfied, 22.7% dissatisfied, 26.4% satisfied) tend to be more satisfied. However, even among "Very highly motivated" employees, significant percentages are neutral (54.6%) or dissatisfied (11.1% very dissatisfied, 22.7% dissatisfied), aligning with the hypothesis that the remuneration positively impacts employees' motivation

Table N°29 :Chi-Square Test Results

Test	Value	df	Asymptotic Significance
Pearson Chi-Square	20,508 ^a	12	,050
Likelihood Ratio	21,290	12	,046
Linear-by-Linear Association	0,103	1	,048
N of Valid Cases	70		

Source: Compiled by ourselves based on the results in SPSS.

The Pearson Chi-Square value is 20.508 with a significance level of 0.05. Since the p-value is slightly above the conventional threshold of 0.05, we fail to reject the null hypothesis at the 5% significance level. We observe a marginally significant relationship, suggesting an association between remuneration and employees' motivation.

While the Pearson Chi-Square test shows a significance ($p = 0.05$), the Likelihood Ratio test indicates a significant relationship ($p = 0.046$). The Likelihood Ratio test provides stronger evidence of an association between remuneration and employees' motivation.

Table N°30: Cross- tabulation (Q8) The association between the socioprofessional category and (Q20) the level of motivation.

		Do you think the bonuses and additional benefits offered by the company increase your motivation at work			Total
		Not at all	Strongly	Very strongly	
Socioprofessional category	Senior Executive	2 7.7%	2 7.4%	1 5.9%	5 7.2%
	Middle Manager/Supervisor	6 23%	3 11.1%	3 17.6%	12 17.1%
	Skilled Employee/Skilled Worker	15 57.7%	22 81.5%	12 70.6%	49 70%
	Unskilled Employee/Unskilled Worker	3 11.5%	0 0%	1 5.9%	4 5.7%
Total		17 24.3%	27 38.6	26 37.2%	70 100%

Source: Compiled by ourselves based on the results in SPSS.

Based on the cross-tabulation table, it is evident that the impact of bonuses and additional benefits on employee motivation varies significantly across socioprofessional categories. Skilled employees/workers demonstrate the highest levels of motivation, with 81.5% strongly and 70.6% very strongly influenced by such incentives. Middle managers and supervisors also show substantial motivation levels, with 23.0% strongly and 17.6% very strongly influenced. In contrast, while senior executives display lower percentages (7.4% strongly and 5.9% very strongly), it suggests a more reserved response rather than outright disinterest. Unskilled employees/workers, with 11.5% strongly and 5.7% very strongly motivated, indicate a lesser but still present influence from bonuses. This pattern supports the hypothesis that remuneration positively impacts motivation, particularly among skilled employees and supervisors,

highlighting the nuanced nature of how bonuses affect motivation across different organizational levels. Further exploration integrating educational level and income data could provide deeper insights into these dynamics.

Table N°31: Chi-Square Test Results.

	Valeur	ddl	Signification asymptotique (bilatérale)
khi-carré de Pearson	235,320 ^a	6	,003
Rapport de vraisemblance	66,549	6	,005
Association linéaire par linéaire	0.633	1	,090
N d'observations valides	70		

Source: Compiled by ourselves based on the results in SPSS.

The Pearson chi-square test result ($p = 0.003$) and the likelihood ratio ($p = 0.005$) both indicate that there is a statistically significant association between the socioprofessional category and the perception of motivation due to bonuses and additional benefits. Since the p-value is less than 0.05, we reject the null hypothesis that there is no association between these variables.

In conclusion, the results reveals a significant association between the socioprofessional category and the perceived impact of bonuses and additional benefits on work motivation. Skilled employees/skilled workers are more likely to feel strongly motivated by these benefits, while senior executives and middle managers/supervisors are less likely to be motivated in this way. This suggests that the company's approach to bonuses and benefits might need to be tailored to different socioprofessional categories to enhance overall employee motivation.

5.2. Testing the second hypothesis:

H 02: The remuneration system implemented at SBA Company effectively aligns with employees' expectations.

Table N°32: Cross-Tabulation: Q19 (the effectiveness of the SBA Company's remuneration system) and Q23 (professional expectations)

		Professional expectations				Total
		No, not at all	No, not really	Neutral	Yes, partially	
SBA Company's remuneration system	Very ineffective	5 10.9 %	0 0%	2 11.2%	1 20%	8 11.5%
	Ineffective	15 32.6%	0 0%	6 33.3%	2 40%	23 32.9%
	Neutral	18 39.2%	0 0%	4 22.2%	0 0%	22 31.4%
	Effective	7 15.2%	1 100%	6 33.3%	2 40%	16 22.8%
	Very effective	1 2.1%	0 0%	0 0%	0 0%	1 1.4%
Total		46 65.8%	1 1.4%	18 25.7%	5 7.1%	70 100%

Source: Compiled by ourselves based on the results in SPSS.

The cross-tabulation indicates that the remuneration system at SBA Company does not effectively align with employees' professional expectations. The cross-tabulation between SBA Company's remuneration system effectiveness and employees' professional expectations reveals distinct patterns. Employees who perceive the system as "very ineffective" indicate that 10.9% feel their professional expectations are not met at all, with an additional breakdown showing 0% not really met, 11.2% neutral, and 20% partially met. Similarly, among those who find the system "ineffective," 32.6% report their professional expectations are not really met, with 0% indicating not at all met, 33.3% neutral, and 40% partially met. Furthermore, employees who are neutral about the system (39.2%) predominantly feel their professional

expectations are not met, while those who find the system "effective" (15.2%) and "very effective" (2.1%) generally report lower percentages of unmet expectations, with 100% not really met for the effective category.

Table N°33 : Chi-Square Test Results.

Test	Value	df	Asymptotic Significance
Pearson Chi-Square	9,905a	12	,624
Likelihood Ratio	11,216	12	,510
Linear-by-Linear Association	,086	1	,770
N of Valid Cases	70		

Source: Compiled by ourselves based on the results in SPSS.

The Pearson Chi-Square value is 9.905 with a p-value of 0.624. This p-value is greater than the standard significance level of 0.05, indicating that there is no statistically significant association between the perceived effectiveness of the SBA Company's remuneration system and the alignment with employees' professional expectations. Despite variations in the effectiveness ratings, the majority of employees do not feel their expectations are met, suggesting a need for the company to reevaluate its remuneration strategies to better align with employee expectations.

Table N°34 : Cross-Tabulation: Q6 (the salary) and Q23 (professional expectations).

		Professional expectations				
		No, not at all	No, not really	Neutral	Yes, partially	Total
Salary	Between 20,001 and 30,000 D	1 2.2%	0 0%	0 0%	0 0%	1 1.4%
	Between 30,001 and 50,000 DA	29 63.1%	1 100%	11 61.1%	3 60%	44 62.8%
	Between 50,001 and 70,000 DA	9 19.6%	0 0%	4 22.2%	1 20%	14 20%
	Between 70,001 and 85,000 DA	3 6.5%	0 0%	2 11.1%	0 0%	5 7.1%
	85,001 DA and more	4 8.6%	0 0%	1 5.4%	1 20%	6 8.5%
Total		46 65.8%	1 1.4%	18 25.7%	5 7.1%	70 100%

Source: Compiled by ourselves based on the results in SPSS.

The cross-tabulation between salary ranges and employees' professional expectations reveals notable trends. Employees earning between 30,001 and 50,000 DA show the highest percentages for "No, not at all" (63.1%) and "Neutral" (61.1%) responses regarding their professional expectations. employees earning less than 30,000 DA demonstrate a distribution of responses across the categories of professional expectations. Those in higher salary ranges, such as between 50,001 and 70,000 DA, exhibit varied levels of responses, including 19.6% indicating no alignment with their professional expectations and 22.2% expressing a neutral Responses for the salary range between 70,001 and 85,000 DA indicate that 6.5% reported no alignment with their professional expectations, with 11.1% remaining neutral. In the highest income bracket of 85,001 DA and more, 8.6% reported no alignment, 5.4% expressed neutrality, and 8.5% acknowledged partial alignment with their professional expectations.

Presented in the cross-tabulation between salary ranges and employees' professional expectations at SBA Company, it is evident that the remuneration system does not effectively align with employees' expectation.

Table N°35 : Chi-Square Test Results.

	Valeur	ddl	Signification asymptotique (bilatérale)
khi-carré de Pearson	2,895a	12	,996
Rapport de vraisemblance	3,652	12	,989
Association linéaire par linéaire	,168	1	,682
N d'observations valides	70		

Source: Compiled by ourselves based on the results in SPSS.

- **Pearson Chi-Square Test:** The Pearson Chi-Square value is 2.895 with a significance level (p-value) of 0.996. Since the p-value is much greater than 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant relationship between the salary levels and professional expectations of employees.
- **Likelihood Ratio Test:** The likelihood ratio test has a value of 3.652 with a p-value of 0.989, which also indicates no significant relationship.
- **Linear-by-Linear Association:** The linear-by-linear association test value is 0.168 with a p-value of 0.682, further indicating no significant linear trend between the variables.

In consequence, we reject the hypothesis that the remuneration system implemented at SBA Company effectively aligns with employees' expectations.

GENERAL CONCLUSION

The establishment of a remuneration system is considered one of the most sensitive issues in human resource management, as it directly affects the actual life of managers and is also related to their status and reputation. That is why it is an important part of a company.

Remuneration management is becoming increasingly important in companies. They try to address deficiencies in remuneration by implementing a remuneration system or policy that ensures company goals, meets employee needs, and balances position remuneration with employee skills and efforts. Generally speaking, they are responsible for the overall management of salaries and contributions so that they are motivated and satisfied to meet their needs.

Remuneration is part of the motivation tool. Realizing a link between remuneration and motivation means that the company must think about having a motivating and fair remuneration system. . Throughout this thesis, theoretical approaches have been reviewed to explore the intricate relationship between motivation and remuneration.

However, the third and last chapter is devoted to the study we conducted within the company SBA which aims to answer our initial question **What is the impact of remuneration on employee motivation at SBA Company?** To explain this relationship between these two concepts, we opted for a questionnaire for the different socio-professional categories.

At this point, we have reached the end of our study, where we have addressed our problem statement and evaluated whether our hypotheses were confirmed or refuted. From this analysis, we can draw the following conclusions:

The remuneration at SBA Company holds significant impact over employee motivation. Based on the findings of the employee survey at SBA Company, it is evident that Remuneration positively impacts employees' motivation. A majority of respondents highlighted the crucial role of fair remuneration in enhancing their motivation levels and improving the quality of their work. Fairness in pay, based on qualifications and job responsibilities, not only increases satisfaction but also reduces dissatisfaction.

It also provides financial security, further reinforcing their motivation. Addressing concerns like transparency and fairness, alongside implementing suggested enhancements such as adjusting base salaries and bonuses, is essential for maintaining high levels of employee satisfaction and performance. Overall, remuneration plays a pivotal role in cultivating a motivated workforce at SBA Company.

Having a solid strategy and an effective remuneration system enables achieving a balance between internal equity and external competitiveness, which fosters employee satisfaction and motivation. This, in turn, leads to a loyal workforce and facilitates the retention and attraction of key talent essential for organizational success. Such outcomes are contingent upon the presence of a robust remuneration system within the organization.

While the hypothesis states that the remuneration system effectively aligns with employees' expectations, the data suggests otherwise. A considerable number of respondents expressed dissatisfaction with their remuneration and its alignment with their expectations. Moreover, the majority of respondents do not perceive the current remuneration system as sufficiently motivating or conducive to long-term commitment to the company. Findings reveal significant discontent and highlight areas requiring improvement within the compensation framework. Addressing these issues comprehensively is essential to enhance employee satisfaction, motivation, and retention, thereby positively contributing to overall company performance and success.

To conclude we can say that SBA Company emphasizes employee remuneration, there exists a moderate level of satisfaction among employees that does not fully meet their expectations. Feedback from the study underscores the need for improvements, especially in benefits and bonuses, which play a critical role in enhancing motivation. Addressing these areas through comprehensive enhancements to the remuneration structure is essential for aligning employee expectations with organizational goals and sustaining high levels of motivation and performance.

BIBLIOGRAPHY

1. Book:

- ANNICK (C), « *Toute la fonction RH* » Edition DUNOD, Paris, 2006.
- ANNICK (CH), « *toute la fonction ressources humaines* », 2ème édition, DUNOD, paris, 2010.
- ARMSTRONG, MICHAEL and TAYLOR (Stephen). *Armstrong's handbook of human resource management practice*. Kogan page Publisher, 16th Edition, 2023.
- BATTACHE(Zahir), (*guide pratique sur les salaires*), édition BERTI, Alger, 2016.
- BERNARD (Roman), « *Bâtir Une Stratégie De Rémunération* » 2ème édition. Dunod, paris, 2010.
- CADIN (L), GUERIN (F), PIGEYRE (F), « *Gestion des Ressources Humaines* », 3ème édition, DUNOD, Paris 2007.
- CADIN (L), GUERIN (F) et all, « *Pratique et Éléments de Théorie GRH* », Ed DUNOD, 4ème ED, Paris, 2012.
- COMPOY (E), MACLOUF (E). « *gestion des ressources humaines* », édition PRASON EDUCATION, France, 2008.
- DAVIES, SANDI (J)., ed. *Security supervision and management: The theory and practice of asset protection*. Elsevier, 4th Edition, 2015.
- DE BIOSLANDELLE Henri M, « *Dictionnaire de gestion* », édition ECONOMICA, Paris, 1998.
- DOLAN (S) et autre, « *la psychologie du travail et comportement organisationnel* », 2ème édition, GAETAN MORRIS, Québec, 2002.
- LAKHDAR (S) et PERETTI(J. M). *Gestion des Ressources Humaines*. 2ème édition. De boeck. 2001.
- LEBOYER (Levy C), « *la motivation dans l'entreprise* », édition D'ORGANISATION, Paris, 1998.
- LEVY (A) ,KELLY (J) and LEVY(D), *Labor law in practice : a guide for south African employers* , book storm publisher , 1st edition ,south Africa 2010.
- L.LETHIELLEUX, « *L'essentiel de la Gestion des Ressources Humaines* », ED Gualino, 5ème édition, 2012.
- MARBACH (V), « *Évaluer et rémunérer les compétences* », édition, D'ORGANISATION, Paris 1999.
- MARCEL (C), « *La gestion des ressources humaines* » édition Vuibert, Paris 1975.

- MARTORY. (B), « *contrôle de gestion sociale : Salaire, masse salariale, effectif, compétences, performances.* », Édition VUIBERT, Paris Août 2015.
- MCGREGOR (D)., (1960).*The human Side of enterprise* .New York McGraw-Hill.
- MONIZ (Jr), RICHARD. *Practical and effective management of libraries: integrating case studies, general management theory and self-understanding.* Elsevier, 1st édition, 2010.
- NOGUERA, (F), and KHOUATARA (DJ), « *gestion des ressources humaines et création de valeur organisationnelle : concepts et outils de mesure* », Edition Paris, 2004.
- PERTTI (JM), « *gestion des ressources humaines* », édition, VUIBERT, Paris 1990.
- PERETTI (J.M). « *Gestion Des Ressources Humaines* », Vuibert, 15^{ème} édition, Paris, 2008.
- PERETTI (M), MAGOT(JP), « *rémunérations* », édition, VUIBERT, Paris, 2012.
- ROUSSEL (Patrice), « *rémunération, motivation et satisfaction au travail* », ED ECONOMICA, Paris 1996.
- SEMUHOZA (SE), « *théories de la motivation au travail* » éditions, Le HARMATTAN, Cote d’ivoire, 2009.
- SEKOU-LUISE (Lakhdar), BLONDIN (Bruno), FABIO (Mohamed Bey), PRECHI (Jean Marie), ALISE (David), CHEVALIER (François), *GRH* ,2^{eme} édition, année 2003 .en Amérique du nord et en Europe.
- SOUTENAIN (JF), FARCET (PH), « *Organisation et gestion d’entreprise* », édition, BERTI, Paris, 2006.
- STUDER (Bettina) and KNECHT (Stefan). *A benefit-cost framework of motivation for a specific activity.* “Progress in brain research 229, 1ST Edition, 2016.
- TAIB(Jean-Pierre) « *Paie et administration du personnel*». ,4^{ème} édition, Dunod, Paris, 2013.
- THEVENET (B), DEJOUX (C), MARBOT (E), BENDER (A), « *Fonction RH* », édition PEARSON EDUCATION, Paris.
- THEVENET, MAURICE, et autres .*Fonctions RH : politiques, matières et outils des ressources humaines, Pearson Education, France, 2009.*
- THEVENET, MAURICE et Al, *fonction RH : politique, métiers et outils des ressources humaine.* 2^{ème} édition. Pearson. Paris.2012.
- WEISS (D), «*Ressource Humaines*», ED D’organisation, 2^{eme} édition, 1999, Paris.

2. Article :

- Convention No. 100 on the equalization of remuneration between male and female labor for work of equal value (Entry into force: 23 May 1953).
- Décret n°88-221 du 2 novembre 1988 portant conditions de mise en œuvre des primes de rendement et des mécanismes de la liaison de salaire production .JORA n°46 du 09 novembre 1988.
- FRIESEIN (D), HOLDAWAY (E.A), & RICE (A.W). (1984). *Factors contributing to the job satisfaction of school principals, in The Alberta Journal of Educational Research*, vol. XXX, no 3.

3. Dictionary:

- DORTIER.(J-F), « *Dictionnaire des sciences sociales* », édition science humain, 2004.

4. Thesis master :

- KOVA (Eva-bob), *Thème l'évolution de la gestion de RH et la planification stratégique*, Spécialité, Magister (THESE DE MAITRISE).université PLACKE HO VOLOMOUCI, 2009, P. 8. ¹ ROUSSEL(P).
- TIRCHI (O.U), « *la gestion des rémunérations, un outil de motivation au service de la performance au travail* », thèse de magister en science économique, université Mouloud Mammeri, 17-07-2012.

5. Site web :

- <https://www.indeed.com/hire/c/info/scale-of-salary> , «What Is a Scale of Salary? A Guide for HR Professionals», (published April 26.2022, consulted 26/05/2024 at 5:30pm).

APPENDIX

Demographic Data:

1. Sex:

- a. Female
- b. Male

2. Age:

- a. Under 25 years old
- b. 25-35 years old
- c. 36-45 years old
- d. Over 45 years old

3. Marital Status:

- a. Single
- b. Married
- c. Other (please specify):

4. Education Level:

- a. No formal education
- b. Primary
- c. Secondary
- d. High School
- e. University

5. Number of people in your family:

- a. 1-2 people
- b. 3-4 people
- c. 5-6 people
- d. More than 6 people

6. What is your monthly salary?

- a. Less than or equal to 20,000 DA
- b. Between 20,001 and 30,000 DA
- c. Between 30,001 and 50,000 DA
- d. Between 50,001 and 70,000 DA
- e. Between 70,001 and 85,000 DA
- f. 85,001 DA and more

7. Length of service in the company:

- a. Less than 1 year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years

8. Socio-professional category:

- a. Senior Executive
- b. Middle Manager/Supervisor
- c. Skilled Employee/Skilled Worker
- d. Unskilled Employee/Unskilled Worker

Compensation Evaluation:

9. How do you rate your overall satisfaction with your remuneration?

- a. Very dissatisfied
- b. Dissatisfied
- c. Neutral
- d. Satisfied
- e. Very satisfied

10. Do you find the company's remuneration system to be fair?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Neutral
- d. No, not really
- e. No, not at all

11. Does the remuneration you receive meet your expectations?

- a. Yes
- b. No
- c. Partially

12. How do you rate the adequacy of your remuneration in relation to your skills and experience?

- a. Very inadequate
- b. Inadequate
- c. Neutral
- d. Adequate
- e. Very adequate

13. How motivated do you feel at work?

- a. Very highly
- b. Highly
- c. Moderately
- d. Weakly
- e. Not at all

14. To what extent does compensation influence your motivation at work?

- a. Very highly
- b. Highly
- c. Moderately
- d. Weakly
- e. Not at all

16. Does remuneration impact your motivation to provide quality work?

- a. Yes, a very significant impact
- b. Yes, a moderate impact
- c. Yes, a slight impact
- d. No, no impact

17. Do you think bonuses and other benefits (allowances, mission expenses, etc.) are motivating factors for you?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Neutral
- d. No, not really
- e. No, not at all

18. Does the current remuneration system encourage you to stay longer in the company?

- a. Yes
- b. No

19. How do you rate the effectiveness of the SBA Company's remuneration system?

- a. Very ineffective
- b. Ineffective
- c. Neutral
- d. Effective
- e. Very effective

20. Do you think the bonuses and additional benefits offered by the company increase your motivation at work?

- a. Very strongly
- b. Strongly
- c. Moderately
- d. Weakly
- e. Not at all

21. How do you rate the remuneration system of SBA Company compared to other companies?

- a. Much better
- b. Better
- c. Similar
- d. Worse
- e. Much worse

22. Is the transparency of remuneration criteria satisfactory to you?

- a. Yes, absolutely
- b. Yes, somewhat
- c. Neutral
- d. No, not really
- e. No, not at all

23. Does the current remuneration system meet your professional expectations?

- a. Yes, completely
- b. Yes, partially
- c. No, not really
- d. No, not at all

24. Does the current remuneration system encourage you to stay longer in the company?

- a. Yes
- b. No
- c. Comments: _____

25. In your opinion, what are the main improvements needed in the SBA remuneration system to enhance employee motivation?

- a. Increase in base salaries
- b. Increase in bonuses
- c. Introduction of new bonuses
- d. Transparency in bonus calculation criteria
- e. Other (please specify): _____

26. Are there other factors, besides remuneration, that you consider essential for improving your motivation?

- a. Better working conditions
- b. Recognition and appreciation
- c. Training and development opportunities
- d. Work environment
- e. Other (please specify): _____

TABLE OF CONTENTS

GENERAL INTRODUCTION

1

CHAPTER N°01: THE GENERAL CONCEPTS OF REMENURATION

Introduction:	6
Section 01: The foundations of remunerations	6
1. Definition of remuneration:	6
2. The importance of remuneration:	7
3. The components of remuneration:	9
3.1. Direct remuneration:	9
3.1.1. The qualifying salary (base salary):	10
3.1.2. Performance or merit pay (variable):	10
3.1.3. Fixed and variable premium (allowance):	12
3.2. Indirect remuneration:	13
3.2.1. Selective devices:	13
3.2.2. Legal Devices:	14
3.2.2.1. Profit-sharing:	14
3.2.2.2. Participation:	14
3.2.2.3. Employee savings plan (ESP):	15
3.2.2.4. The stock options:	15
3.2.3. Statutory devices:	15
Section 02: Remuneration mechanisms	16
1. The various forms of remuneration:	16
1.1. Performance-based pay:	16
1.2. Pay as a tip:	17
1.3. Time-based pay:	17
1.4. Commission based-pay:	17
1.5. lump-sum remuneration:	17
2. The salary scale:	18
2.1. Definition of the salary scale:	18
2.2. Objectives of the Salary scale :	18
2.3. The characteristics of the salary scale:	18
2.4. How to establish a salary scale:	18
2.4.1. The qualification salary:	19
2.4.2. The Different Methods of Job Evaluation:	19

2.4.2.1.	The analytical method:	19
2.4.2.2.	The global method:	20
3.	The determination of remuneration:	20
3.1.	The existence of the Minimum Guaranteed Interprofessional Wage (SMIG):	20
3.1.1.	Minimum Conventional Remuneration:	20
3.2.	Equal pay:	21
3.3.	The prohibition of discrimination:	21
3.4.	The obligation to negotiate:	21
3.5.	Company's capacity to pay:	21
3.6.	The national economy's payment capacity:	21
3.7.	The Company's obligations regarding remuneration:	21
4.	The objectives of the remuneration:	22
4.1.	Internal equity:	22
4.2.	The reward for performance and merit:	23
4.3.	External equity:	23
4.4.	Staff motivation:	23
4.5.	Financial balance:	23
4.6.	Impacts the social atmosphere:	23
4.7.	Promotes productivity gains:	24
	Section 03: remuneration system	24
1.	Definition of remuneration system:	24
2.	Key Pillars of the Compensation System:	24
2.1.	The level of the wage bill:	24
2.2.	External competitiveness:	24
2.3.	Internal Balance:	25
3.	Key Criteria for an Effective compensation System:	25
3.1.	A compensation system linked to the strategy:	25
3.2.	An equitable compensation system:	25
3.3.	A motivating compensation system:	26
3.4.	A competitive compensation system:	26
3.5.	A unifying compensation system:	26
3.6.	A flexible compensation system:	26
3.7.	A controlled remuneration system:	27
3.8.	A transparent compensation system:	27
3.9.	A segmented compensation system:	27

3.10.	A total compensation system:.....	27
3.11.	A shared remuneration system:	28
	Conclusion:.....	28

CHAPTER N°02: MOTIVATION AT WORK

	Introduction:	30
	Section 01: the mechanisms of motivation	30
1.	Motivation : the history of the concept:.....	30
1.1.	The definition of motivation at work :.....	31
2.	Sources of motivation:.....	32
2.1.	Recognition:	32
2.1.1.	Existential recognition (the person):.....	33
2.1.2.	Recognition of work practice:	33
2.1.3.	Recognition of Investment in Work:	33
2.1.4.	Recognition of work results:.....	33
2.2.	Setting and communicating objectives:.....	33
2.3.	Maintaining team spirit:	34
2.4.	The financial aspect (remuneration):.....	34
2.5.	Career Development:	34
3.	The characteristics of motivation:	34
3.1.	The triggering of behavior:.....	34
3.2.	The direction of behavior:	35
3.3.	The intensity of behavior:.....	35
3.4.	Persistence of behavior:.....	35
	Section 02: The theories of motivation in the workplace.....	35
1.	Content theories :.....	35
1.1.	Elton Mayo human relations Theory at workplace:	36
1.2.	Abraham Maslow’s Hierarchy of Needs:	36
1.2.1.	Physiological Needs:	37
1.2.2.	Safety Needs:.....	37
1.2.3.	Love and belonging needs:.....	37
1.2.4.	Esteem Needs:	37
1.2.5.	Self-actualization Needs:.....	37
1.3.	The bi- factorial theory of HERZBERG:	39
1.3.1.	Motivational factors :	39

1.3.2.	Hygiene factors :.....	39
1.4.	Alderfer's ERG theory:	39
1.4.1.	Existence needs (E):	40
1.4.2.	Relatedness needs (R):.....	40
1.4.3.	Growth needs (G):	40
1.5.	McClelland's achievement motivation:.....	40
1.5.1.	Need for Achievement:.....	40
1.5.2.	Need for affiliation:	41
1.5.3.	Need for power:	41
2.	Process theory :.....	41
2.1.	Vrooms Expectancy theory:	41
2.1.1.	Expectancy (E):	41
2.1.2.	Instrumentality (I):.....	42
2.1.3.	Valence (V) :	42
2.2.	McGregor's X-Y theory:.....	42
2.2.1.	Theory X:.....	42
2.2.2.	Theory Y:.....	43
2.3.	Adams' Equity theory:	43
2.4.	Lock's Goal Setting Theory :	44
2.4.1.	Clear and specific Goals:.....	44
2.4.2.	Challenging but attainable goals:	44
2.4.3.	Goal Commitment:	44
2.4.4.	Feedback:.....	44
	Section 03: the link between motivation and remuneration	44
1.	Theory of Needs , Herzberg's Theory and Equity theory :	45
1.1.	Abraham Maslow's Hierarchy of Needs:	45
1.2.	Herzberg's two-factor model Theory:	46
1.3.	J. Stacey Adam's Equity theory:	46
2.	Approaches to inspire staff motivation:	46
2.1.	ostering Staff Motivation through Management Approaches:	47
2.1.1.	Clear and transparent internal communication:.....	47
2.1.2.	Provide opportunities for professional development:.....	47
2.1.3.	Recognition:	48
2.2.	Motivation by the conditions of remuneration:	48
2.2.1.	Conditions for direct remuneration:	48

2.2.2. Conditions for indirect remuneration:	48
3. The conditions for remuneration to be motivating:	49
Conclusion:	50

CHAPTER N°03 : THE IMPACT OF REMUNERATION ON EMPLOYEE MOTIVATION AT SBA COMPANY

Introduction:	52
---------------------	----

Section 01: Presentation of SBA Company

1. Presentation of the Algerian Sodas and Beverages Company (SBA):	52
1.1. History :	52
1.2. Geographical Location:	53
1.3. The workforce:	53
1.4. Infrastructure:	53
1.4.1. Annex Areas:	54
1.5. Missions:.....	54
1.6. Objectives:.....	55
1.7. The organizational structure of SBA Company:	55
1.8. Remuneration System at the Algerian Beverages and Sodas Company (SBA):	57
1.8.1. Objective:	58
1.8.2. Components of remuneration at SBA Company:	58
1.8.2.1. Direct remuneration:.....	58
1.8.2.1.1. Base Salary	58
1.8.2.1.2. Variable Bonuses and Allowances:	58
a) Nuisance allowance:.....	58
b) The Lump Sum Permanent Service Allowance (PSSA):.....	59
c) Shift Work Allowance:.....	59
d) Meal Allowance:	59
e) Overtime Allowance:	59
f) Transport Allowance:.....	60
g) Mission Expenses:.....	61
h) Interim Allowance:.....	61
i) Balance Sheet Bonus:	61
j) Professional Experience Allowance (IEP):	61
k) Responsibility Allowance:	61
1.8.2.2. Indirect remuneration:	61

1.8.2.2.1. Medical Care (Mutual Insurance):	62
1.8.2.2.2. Retirement Departure Allowance:.....	62
1.8.2.2.3. Social Loans:	62
Section 02: the research methodology	63
1. Survey presentation:.....	63
2. Research Objectives:.....	63
3.1. The survey Methodology:	63
3.2. Data Collection Tool:	64
3.3. Criteria for Good Questionnaire Design:.....	64
3.4. Use of Results:.....	64
4. Statistical Processing Methods:	64
Section (3): Presentation, Analysis, and Interpretation of Results	65
1. Data Reliability:.....	65
2. Analysis of Personal Information:	66
3. Remuneration evaluation:	74
4. Summary of Results:	86
5. Testing the hypotheses:	87
5.1. Testing the first hypothesis:.....	87
5.2. Testing the second hypothesis:	91

GENERAL CONCLUSION

96

BIBLIOGRAPHY

ANNEX