

Contribution of remuneration and staff motivation to improving the performance of Algerian SME subcontractors

مساهمة الأجور وتحفيز الموظفين في تحسين الأداء لدى المناولين الجزائريين من المؤسسات الصغيرة والمتوسطة

Asma Azzouz
Mohammad Boudiaf University –
M'Sila - Algeria
dina.mimi.asma@gmail.com

Boudjemaa Amroune¹
Mohammad Boudiaf University –
M'Sila - Algeria
[boudjemaa.amroune@univ-
msila.dz](mailto:boudjemaa.amroune@univ-msila.dz)

Jamal Ben Mansour
University of Quebec at Trois-
Rivières- Canada
Jamal.Ben.Mansour@uqtr.ca

Received: 02/03/2024

Accepted: 11/05/2024

Published: 11/06/2024

Abstract:

The ability of organizations to attract and retain competent personnel is linked to the incentive elements implemented. This quest for skills allows enterprises to have an important competitive position. In fact, remuneration and motivation are essential elements in attracting qualified and competent workers.

However, the essential aim of this article is to prove the degree of influence of these HRM practices on the ability of enterprises to acquire the right personnel for their needs., and to participate in performance on all scales. A qualitative empirical study was carried out with several Algerian SME subcontractors in order to examine the acceptability of the proposals presented, and to support the theoretical research previously carried out. The results prove that remuneration and motivation contribute greatly to the multiple performances of Algerian SME subcontractors.

Key words: remuneration, motivation, SME subcontractors, performance, Algeria.

ملخص

ترتبط قدرة المنظمات على جذب الموظفين الأكفاء والاحتفاظ بهم، وهذا بوضع تحت تصرفهم مجموعة من الحوافز؛ ومنه يتيح هذا البحث عن إبراز المهارات التي بإمكان أن تتمتع بهم المؤسسات الاقتصادية. في الواقع، تعتبر المكافآت و الحوافز عنصرين أساسيين في جذب العمال المؤهلين والأكفاء.

ومع ذلك، فإن الهدف الأساسي من هذا العمل الميداني هو إثبات درجة تأثير ممارسات إدارة الموارد البشرية على قدرة المؤسسات على الحصول على الموظفين المناسبين لاحتياجاتها والمشاركة في الأداء على جميع المستويات؛ تم إجراء دراسة تجريبية نوعية على العديد من المناولين الجزائريين من المؤسسات الصغيرة والمتوسطة من أجل فحص مدى قبول مقترحات الدراسة، ودعم الإطار النظري الذي تم إجراؤه مسبقاً. تثبت النتائج أن المكافآت والحوافز يساهمان بشكل كبير في الأداء المتعدد للمناولين الجزائريين من المؤسسات الصغيرة والمتوسطة. الكلمات المفتاحية: الأجور، التحفيز، المناولة الصناعية، المؤسسات الصغيرة والمتوسطة، الأداء، الجزائر.

¹ Corresponding Author : **Boudjemaa Amroune. Email:** boudjemaa.amroune@univ-msila.dz

1. INTRODUCTION

The development of human resources management (HRM) methods is a continuous process existing since 1900, and continues to develop and change until today (Przulj 2002). The rapid development of information technology has generated a high rate of knowledge diffusion. Thus, in this rapidly changing era of business, only dynamic organizations are able to overcome obstacles and counter competition. In fact, the success of any enterprise depends on the quality of the workforce it has or employs, but it is very difficult to attract a competent workforce in this globalized context and fierce competitive (Alipour and Shahnava, 2009).

However, and from the same perspective, the perpetuity of environmental change due to globalization and liberalization has increased commercial flows, causing the appearance of several forms of enterprises, such as subcontractors in the main, allowing large enterprises named as principals to save money and face growing competition (Marcos, 2004).

This phenomenon consists of the delegation, or even the division of certain activities between a large enterprise which needs these services, and a subcontracting SME “Small and Medium Enterprise”, which will be responsible for carrying out the tasks which have been granted to it. Thus this concept presents consequences benefiting the large ordering enterprise, the subcontracting SME, and the State by promoting job creation, as well as the export of local production (Ayadi and Bouanani, 2016).

As a result, organizations have begun to pay great attention to strengthening the capacities and skills of employees, to make them more efficient and effective, through various practices put in place by organizations, in particular, employee training and development and staff motivation. Consequently, they have become formal business functions and are now integral elements of an organization's business strategy.

As for motivation, it is the direction and intensity of effort, or the psychological characteristic that prompts an organism to act toward a specific goal. Organizations that use training practices directly or indirectly affect employee motivation and commitment to the organization (Meyer and Allen, 1991). According to (Heathfield, 2012), remuneration and motivation given to the right people is considered good practice. They give distinctive productivity to the organization and grant competitive advantages in terms of knowledge and loyalty.

Therefore, the aim of this study is to know how practices, such as remuneration and motivation, are used as one of the strategies for improving organizational effectiveness. The study also focuses on the role of compensation on employee behaviour, the methods used to reward the effort made by employees.

In the context of Algerian SME subcontractors, we want to compare the contributions and effects of different Human Resources Management “HRM” practices observed within Algerian enterprises with those reported by different researchers from different countries.

Indeed, remuneration and motivation constitute an important source of competitive advantages

for enterprises. The results obtained from multiple studies and research on SMEs in their different activities make it possible to affirm that there is a positive correlation relationship between the development of HRM practices and the performance of SMEs (Lacoursière et al. 2005).

Multivariate analyzes also made it possible to specifically attribute the effects of certain practices on different forms of SME performance. Like remuneration and motivation, on all levels of skill and performance, seek to reach all enterprises, whether financial, commercial, social/societal or human.

Our objective through this large study is to better understand the problem, and simultaneously address the subject in its entirety, and to show: If remuneration and motivation contribute to increasing the performance of Algerian SME subcontractors, case of SMEs from the Wilaya of M'sila.

We seek to demonstrate through the analyzes and observations carried out for this study, the different contributions of the practices listed previously in the effectiveness of employees, as well as the importance and interest shown in the application of these practices by managers in particular in SME subcontractors in Algeria.

2. LITERATURE REVIEW

Globalization has led organizations to restructure their activities and defined their priorities in the creation of goods and services and encourages them to be more efficient. This can only be achieved through better management of resources, particularly human resources for their unique and inimitable assets. Indeed, the competitive position of enterprises presents them with the challenge of attracting as many skills and high-performance personnel as possible and retaining them.

In this sense, there are different practices to better manage human capital and exploit their skills and development within the enterprise. This is why enterprises use different incentives initially in order to attract the desired staff and retain them. Among the factors that influence the choice of employees is the remuneration system as well as the different motivational elements.

2.1 Reminder on SMEs in Algeria

Today's enterprises know how essential it is to adapt to consumer needs, to maintain their market share and ensure their growth (Landry and Trudel, 1993; Bérard, 1992). Indeed, SMEs are part of a strategic framework of reaction and adaptation to the environment (Raymond et al., 1991), thanks to their flexibility, which allows them to be both a rapid means of development economic, but also open up work horizons by creating job opportunities and absorbing unemployment.

2.2 Subcontracting of SMEs

According to the French national center for scientific research, as well as the French standardization association (AFNOR), subcontracting designates the operation by which an ordering enterprise entrusts an order taker with the task of carrying out, according to specific criteria and specifications, the production of a part of the good or service benefiting the main activity of this

enterprise.

According to Kimura (2002), the subcontracting relationship is a contractual relationship of sharing the activity with a main enterprise delegating the performance of some tasks. The enterprise holds total responsibility, with a subordinate enterprise, in order to save time and benefit from the know-how of the latter (Simchi-Levi, 2012; Mouhoud, 2011).

2.2.1 Characteristics of subcontracting enterprises

The subcontracting enterprise has a set of characteristics, of which the subcontracting enterprise is only responsible for manufacturing. In addition, from an economic point of view, subcontracting enterprises start from the principle of “zero stock” and “just in time”, so their expenses are lower due to the fact that they do not have to resort to storage, as well as product design which require a special type of material (Kelada, 1990).

In addition, manufacturing mass products allows it to reduce its costs and optimize its resources, here we speak of economy of scale (Lazrag et al., 2017). Subcontracting SMEs benefit from less pressure from unstable deadlines given that they must be defined even before the order is placed (Holl et al., 2010). According to (Lauzon, Duguay, 2005), enterprises have fluctuating operations, which gives them greater flexibility and freedom to respond to orders.

2.2.2 Different forms of subcontracting

There are many forms of subcontracting that enterprises use, depending on their areas or objectives. Thus, there are specific criteria to determine the different types of subcontractors existing on the market, among these criteria are two types. The first is production capacity, when the ordering party is not able to execute and produce the quantities and quality to meet market needs in delays. In this case, it resorts to subcontracting; this type is used, especially when the orders are large and continuous.

The second is specialty subcontracting, in this case, the ordering enterprise resorts to subcontracting due to its lack of specialized equipment, supplies and machines, as well as qualified and competent employees (Bakis, 1975). Thus, the subcontracting SME is distinguished according to the period, in this type; the classification of subcontracting operations is based on duration. The latter is characterized by a cyclical (occasional) operation: for circumstantial reasons (equipment breakdown), the principal opts for this solution in order to ensure the completion of a part of the production process. Structural (permanent) operation, this type is used when it comes to complex production by the ordering enterprise. This enterprise maintains permanent links with its SME subcontractor (Chaillou, 1997).

2.3 Human Resources Management “PGRH” practices in subcontracting SMEs

2.3.1 Dimension of remuneration in the PGRH service and subcontracting

Enterprises are always challenged to maintain their sustainability in the face of growing competition this is achieved by obtaining suitable and competent staff (Pfeffer, 1994). Literally,

remuneration is in some way a reward for the effort made by another. In addition, the pillars on which an enterprise rests to achieve its ultimate goal which is performance vis-à-vis competitors (Pfeffer, 1994). Thus, in order to ensure quality attraction of this resource, organizations use remuneration, also allowing their retention (Kuhn, 2009). Remuneration represents an attractive element for employees (Buisson, 2009) and can influence those concerned on their choice of the enterprise of which they will be part. According to Maclouf and Belvaux (2015), compensation can represent a major detail in employees' decision-making regarding enterprises.

According to Gomez-Mejia and Welbourne (1988), remuneration can impact the organization's performance in a sense where it allows them to maximize their competence for the benefit of the organization. Engbers and Jun (2009) specify that the elements of remuneration lead to the performance of the organization and the achievement of HRM objectives through the attraction, retention and motivation of staff. Also, enterprises are led to invest more in human capital to acquire a qualified workforce, capable of innovation, but also to modify and adjust remuneration policies to attract and retain staff (Arthur, 1992).

Remuneration constitutes a strong potential for the HRM of enterprises as a whole, giving the possibility of access to quality personnel and to aspire to the skills, and empowered for the performance of the enterprise (Becker and Huselid, 1998). Likewise, Gomez-Mejia and Balkin (1992) add that remuneration can have an effect on the majority of HRM activities and practices of enterprises as well as on the acquisition of the desired personnel, as well as their retention, their motivation and their performance in general.

However, remuneration can help to disseminate and convey an image of quality at all levels, such as teamwork which strengthens cohesion and creates harmonization between employees in carrying out tasks and therefore effectiveness and efficiency at the same time, but also customer satisfaction and ensuring continuous improvement (Knouse, 1995). According to Olian and Rynes (1991,) the performance of individuals must be evolved in such a way as to include the group as a whole and therefore becomes collective rather than individual.

Smith and Brannik (1990) report that employee's participation enables their growth and their success. Thus, indirectly influence their behaviour and satisfaction. Therefore, remuneration supports and strengthens their retention and loyalty. Fall and Roussel (2016) only admit that incentives such as different remuneration policies and bonuses influence staff motivation, individual performance and therefore the overall performance of the enterprise.

Several enterprises today use the agency theory to reward and remunerate staff, this theory states that employees must be remunerated according to their seniority with a fixed remuneration (thanks to the knowledge that the enterprise will have acquired of the employee) if it wishes to associate with the worker, and in the opposite case, it will resort to variable remuneration based on its contributions (Stroh, 1996). According to Pfeffer and Jeffrey (1994), it is important to grant performance-related pay to the entire team rather than to the individual alone. Furthermore, the various HRM practices, notably remuneration, are reduced to simple administrative procedures

(Soufyane and Peretti, 2005; Scouarnec and Yanat, 2000).

2.3.2 Dimension of motivation in the subcontracting HRMP service

At present, one of the concerns of enterprises is to be highly efficient and occupy a fairly considerable place in the market; this objective is only achieved through the human resource being sufficiently qualified and above all motivated to achieve its goals (Fall and Roussel, 2016).

Motivation proves to be an essential psychological determinant leading to enterprise performance at all levels (Charles-Pauverset al., 2007). Indeed, this constitutes an omnipresent element in all research in human resources management sciences (Le Flanchec, Mullenbach-Servayre; Rojot, 2015; Fall and Roussel, 2016). Also, the satisfaction of internal customers encourages employees to show more motivation to meet the enterprise's expectations, has an impact on their integration and contributes to its performance (Buisson, 2009).

Roussel (1995) defines motivation as a voluntary behavior or attitude which consists of providing an effort on the part of the employee with the aim of carrying out work to the best of his abilities with the aim of making the enterprise more efficient and efficient. According to Edwin (1993), there is a strong relationship between motivation and performance, in the sense that a enterprise's performance reinforces the employee's feeling of accomplishment and integration, and leads him to provide further more effort.

However, an enterprise says it is performing well when it manages to move towards achieving its set objectives. This is achieved through the increased confidence and responsibility given to workers which reinforces their sense of accomplishment and encourages and motivates them to be more competent and efficient. This responsibility values them and makes them likely to provide greater application and efficiency in order to achieve the designed goals (Koontz and Weihrich, 1990; Daniel, 2001; Kelly, 2010).

Whether in the form of salary, piece-rate remuneration, or any other form of incentive remuneration or bonus such as bonuses, possibility of purchasing shares, insurance, or any other form of remuneration that may be given to employees. This constitutes an essential factor for employee motivation and performance. Indeed, the attraction and retention of staff is affected by the forms of incentive and motivation offered by the organization to individuals (Koontz and Weihrich, 1990; Edwin, 1993).

On the other hand, according to Herzberg's theory (1987), money is not a motivating factor today given that qualified employees in the first place already benefit from an asset linked to remuneration, money. So, alone does not constitute sufficient incentive as a motivation for performance.

2.4 Preparation of proposals

A worker gains a sense of self-esteem and accomplishment through the process of performing tasks in a way that contributes to the performance of his or her business. Studies have shown that

satisfied workers are more motivated and more productive (Schermerhorn et al, 2003).

According to Kelly (2010), non-monetary rewards play an important role in motivating employees and recognizing their contributions to enterprise performance. Indeed, recognition is another important factor that managers must take into consideration for the psychological motivation of their employees. Recognition can take many forms, most with little or no real cost to the enterprise such as a compliment, this always contributes positively to motivating employees and stimulates their diligence and seriousness (Wiscombe, 2002).

Good motivation can strengthen employees' commitment to their enterprise increases their seriousness (Sohail et al, 2014; Burns and Alexander, 2020), it also leads to improved performance at all levels (Joseph, 2015).

According to a study on employee motivation carried out by Grant (2008), motivation can generate important results for the performance of the organization, the productivity and the perseverance of employees.

Staff motivation must be placed among the priorities of human resource management efforts with the aim of attracting maximum skills and retaining them, contributing to the creation of increased levels of quality productivity (Robbinson et al, 2007).

Also, Mustapha (2020) found that motivated workers outperform those who are not; motivation can increase their performance and skills. Remuneration can be perceived as a burden and a cost for the enterprise, but in reality, it is only compensation to employees for their efforts and can constitute a source of motivation for some.

According to research by Delancy and Huselid (1996), absenteeism and productivity are correlated with reward or remuneration and enterprise performance; the higher the reward, the more employee productivity increases, and the less frequent the problems linked to absenteeism and turnover are.

According to Adams' equity theory (1963), remuneration must be balanced with the contribution and contributions of employees and their efforts, this fairness and equality is always a concern of employees, and the comparison between colleagues becomes a major concern. However, according to (Lethielleux, 2012), so, we put forward our first Proposal:

Proposal 1: Remuneration contributes greatly to increasing performance (financial, commercial, human, and social/societal).

The most successful enterprises are those with the most motivated employees. When the employee is motivated, this manifests itself in better productivity and high quality work. As Abraham Maslow shows in his pyramid of needs, when there is recognition of the efforts made, esteem, and equity between contribution and reward in all its forms, the employee becomes more efficient and more competent. .

Motivation is an important concern for managers to keep employees motivated throughout the

production process and ensure their diligence and seriousness.

According to Mari (2009) motivation is the set of factors and influences that encourage the worker to make greater effort in their work and apply themselves to achieve the objectives of the organization. It also represents the internal conditions that motivate and push the employee to adopt a specific behaviour in order to provide more quality effort.

However, when the enterprise wishes to increase its performance, it must awaken desire, involvement and seriousness among its employees, particularly when carrying out activities. In other words, the role of the manager is to effectively define the sources of employee motivation and try to harmonize them with the enterprise's objectives (Hellriegel, 2007).

According to Machesnay (1991), to ensure its sustainability, an organization must stand out from its competitors and have strategic objectives and be unique; this requires first of all better human capital equipped with skills and experience. Indeed, for an organization to succeed in taking advantage of its employees and taking advantage of their expertise. It must offer better motivation to ensure the retention of its employees and their involvement and have an innovative spirit (incentive and reward system). So, we put forward our second proposal:

Proposal 2: Motivation greatly contributes to increased performance (financial, commercial, human, and social/societal).

For this, we advance the representation of the theoretical framework of the study

The most successful enterprises are those with the most motivated employees. When the employee is motivated, this manifests itself in better productivity and high quality work. As Abraham Maslow shows in his pyramid of needs, when there is recognition of the efforts made, esteem, and equity between contribution and reward in all its forms, the employee becomes more efficient and more competent. .

Motivation is an important concern for managers to keep employees motivated throughout the production process and ensure their diligence and seriousness.

According to Mari (2009) motivation is the set of factors and influences that encourage the worker to make greater effort in their work and apply themselves to achieve the objectives of the organization. It also represents the internal conditions that motivate and push the employee to adopt a specific behaviour in order to provide more quality effort.

However, when the enterprise wishes to increase its performance, it must awaken desire, involvement and seriousness among its employees, particularly when carrying out activities. In other words, the role of the manager is to effectively define the sources of employee motivation and try to harmonize them with the enterprise's objectives (Hellriegel, 2007).

According to Machesnay (1991), to ensure its sustainability, an organization must stand out from its competitors and have strategic objectives and be unique; this requires first of all better human capital equipped with skills and experience. Indeed, for an organization to succeed in taking

advantage of its employees and taking advantage of their expertise. It must offer better motivation to ensure the retention of its employees and their involvement and have an innovative spirit (incentive and reward system). So, we put forward our second proposal:

Proposal 2: Motivation greatly contributes to increased performance (financial, commercial, human, and social/societal).

For this, we advance the representation of the theoretical framework of the study

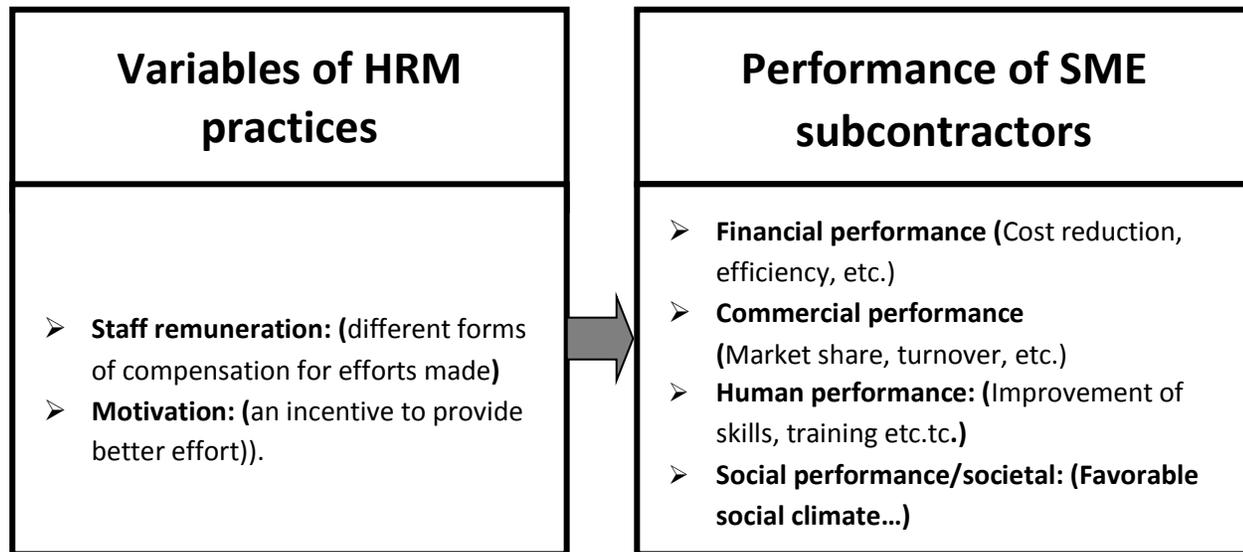


Figure 1: Representation of the theoretical model of the research

This model illustrates the relationship and influence of independent variables, such as remuneration and motivation, on the different performances of the enterprise (financial, commercial, human, and social/societal).

However, the influence of remuneration, different types of rewards and recognition is shown through financial, commercial, and human performance, such as efficiency and application, and employee loyalty. This loyalty also contributes to a better market share and a competitive position. Also, the fair agreement of rewards and remuneration contributes to the creation of a favorable social climate, and good relationships and fusion between employees.

In addition, monetary or non-monetary motivation can be a source of incentive for employees to put in more effort and present quality work that meets managers' expectations. Indeed, it can be an effective way to improve the image of the enterprise in the eyes of society, and creates cohesion and good understanding between the employees themselves, and attracts customers.

3. STUDY METHODOLOGY

3.1 Nature of the study

This report will examine the influence of different personnel management practices in

Algerian subcontracting enterprises, on employee performance, and the total performance of the enterprises. We proceeded, according to an exploratory qualitative study, to the implementation of practices, such as remuneration and motivation, to deeply understand the dynamics of the issue and to observe the consequences of the implementation of these practices, such as remuneration and motivation.

We question how this influences the behaviour and effectiveness of staff in achieving the objectives set. Our work is based on a survey that we carried out in several Algerian SME subcontractors. Thus, our empirical part will treat the different aspects of the subject following a methodological approach initially, with the different tools for processing the data collected, followed by an in-depth analysis which will be the subject of a verification of the hypotheses and proposals of the study.

3.2 Study population and sample

3.2.1 Population

Our study focuses on personnel management within Algerian SME subcontractors, in order to observe the impact of remuneration and motivation on employee competence and organizational performance.

3.2.2 Study sample

In order to develop a comprehensive analysis that addresses the entire subject, we targeted HR managers for carrying out our survey on a set of subcontracting SMEs in the province of M'Sila, Algeria.

3.4 Data collection strategy

3.4.1 Pre-survey

From the moment the interview guide was created, we began searching for enterprises that agreed to meet with us and provide the information we were looking for. After several trials and refusals, we managed to obtain the agreement of four SME subcontractors.

3.4.2 Investigation

In order for the meetings to be effective and the answers to be precise, we preferred to notify our interlocutors by telephone or email to free themselves and prepare themselves using our questionnaire that we sent beforehand. This interview guide is made up of around fifty very specific questions, which give the interviewees the freedom to express themselves and give their point of view. Also, so that the responses are homogeneous and benefit our analysis, the questionnaire was identical for all the experts. Then, we arranged to organize physical meetings and others by telephone. Some of them have been very effective and well organized, and others less so, due to misunderstanding or sometimes preservation of information under the pretext of professional confidentiality.

3.5 Data processing

The information and data collected are exposed to two forms of analysis: a traditional analysis in the form of a table where all of the declarations appear, but also an analysis using the Nvivo software.

This is a matrix containing all the comments that the interlocutors were able to deliver during the interviews. The analysis here can be done visually in the form of a simple comparison between the experts, the respondents to the interview questions, in the rows of the matrix and in the columns the different variables of the research.

Table 1: Presentation of the different SME subcontractors of the study

Company name	Presentation	Activity
ETB Naser Eddine Bouznount	Located in Ain Beida province of Oum El Bouaghi present in the BTPH sector	A subcontracting company carrying out finishing work for 2 years, it specializes in work undertaken by all trades including everything relating to cladding, plumbing, carpentry, etc.
SARL Construction Mokrani	State-owned company by invitation to tender specializing in all matters relating to construction, located in Algiers center with more than 90 employees.	A subcontracting company whose main activity is the creation and construction of buildings and the importation of technical doors for barracks, hospitals, etc.
Galou Full Catering	Located in Mansourah in Bordj-Bou Arreridj, Specializing in catering and hospitality	A subcontracting company specializing in the provision of services, particularly hotels and restaurants, with more than 22 sites throughout Algeria.
Société d’emballage	Located in Bordj-Bou Arreridj specializing in packaging	A subcontracting company whose services are exclusively dedicated to the Giant Elections group concerning packaging, cardboard packaging and company.

Source: Established by the researchers using interview data

3.5.2 Analysis under Nvivo

The Nvivo program is recognized as being ideal for qualitative management research, which is why we adopted it in order to facilitate the processing of our data. In fact, the data was organized and stored in raw form according to the instructions and recommendations of the software, this helps to make connections and differences, which will subsequently be used for analysis and verification of the proposals. According to Fallery, Rodhain (2013), this software analyzes data using 4 different approaches:

3.5.2.1 Lexical approach: this approach makes it possible to measure the frequency of repetition of words in the words of the different experts entered into the software and make the connection.

3.5.2.2 Linguistic approach: According to this approach, there is a relationship between the linguistic and cognitive system which concerns not only referential coherence (what this text is based on), but also the way in which verbs, adverbs ... have been introduced, and which will be determining factors from the point of view of the interlocutor.

3.5.2.3 Thematic approach: This approach makes it possible to analyze the comments, and proceeds according to coding of the content according to classes and categories which are likely to receive modifications and improvements if necessary.

3.5.2.4 Data import: the data, which represent the inputs for the software, are Word documents containing the comments of the experts in order to facilitate the program in creating relationships in the form of nodes, which link each independent variable with all the dependent variables at the same time. Also each Word document represents an expert.

3.5.2.5 The thematic map: It is a visual language, and shows the distribution of terms and data relating to the subject treated, here in this case, it shows the impact of each independent variable on the dependent variables.

4. RESULTS

Verification of the first proposal

The statement of the first Proposals:

Proposal1: Staff remuneration contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

4.1 Data analysis strategy

Traditional method: (see the traditional analysis of semi-structured interviews in the appendices at the end of the document).

4.1.1 Summary of traditional analysis

4.1.1.1 Staff remuneration

From the various statements of experts on the subject of staff remuneration, we can deduce that the majority of managers grant remuneration equal to or higher than the Algerian minimum wage. It must be established during the interview and may vary depending on the employee's development, the tasks accomplished, the level of study and experience. This may also include transport, absenteeism and insurance premiums, as well as coverage in the event of an accident at work. Indeed, remuneration can be a form of attracting employees, particularly qualified workers, see **Annex 1**.

4.1.1.2 Staff motivation

Establishing a favorable working environment can be an incentive to retain staff. Enterprise motivates them to put in more effort because good interpersonal relationships create a positive and favorable atmosphere for the enterprise's image. In addition, it helps to facilitate the attraction of the desired personnel. However, motivation can be in verbal form such as an email (or a word of congratulations) or in monetary form such as bonuses, trips or a salary increase...

In addition, lack of motivation can cause a lot of problems that go against the enterprise's objective and give a bad image. Thus, they can be manifested by relational problems, non-compliance with regulations, or repetitive absenteeism going as far as abandoning the position.

4.1.1.3 Enterprise performance

4.1.1.3.1 Financial and commercial

The goal of creating all businesses is existential, in other words to dominate markets and face competitors. This starts with building customer loyalty, who is essentially ordering enterprises. Furthermore, these enterprises seek to stand out from competitors by promoting and favoring local production and benefiting from a better reputation within society. This only becomes achievable with a capable and competent human resource, provided that the organization knows how to attract them and bring out their talents through good motivation.

4.1.1.3.2 Human

These enterprises are showing a growing interest in human resources and interpersonal relations, by putting in place strict and fair internal regulations with sanctions and corrections if necessary. Furthermore, the enterprises contacted implement programs with the aim of generating motivation and cohesion among employees, and anchoring values of sharing and good understanding between groups of employees.

4.1.1.3.3 Social/societal

Enterprises have implemented a recycling and waste reduction system to help promote and incentivize sustainable development; this can result in a better reputation for the enterprise among customers and competitors, and the entire society. This also promotes the opportunity for organizations to be ISO 14001 certified and follow global standards.

4.1.2 Data analysis strategy: Use of Nvivo

Using the Nvivo software is the most suitable way to experiment and analyze the suggested proposals. In fact, the dependent variables must be attached to the different arguments of the experts classified in Word files to formulate a node which will then lead to several results, which will subsequently be the subject of an in-depth analysis and processing according to several approaches of the program. Our first proposal is to examine whether remuneration is one of the necessary elements for improving the performance of organizations, formulated as follows:

Proposal 1: Staff remuneration contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

4.1.2.1 First: the lexical approach

Annex 2 in the appendix represents the results of the repetitions following the creation of the node combining, at the same time, remuneration as an independent variable with the different dependent variables, which are the different performances of the enterprise. We can see that the terms, employee appeared (17 times), performance (16 times), remuneration (8 times) this shows the importance of remuneration in the performance of the employee and represents an incentive to encourage their skills, given that it represents the reason for his efforts. As for the terms salary (5 times), evolve (4 times) indicate that the salary must be able to evolve, according to experience and validated achievements.

Figure 2: Frequency cloud of words used by experts



4.1.2.2 Second: the thematic approach

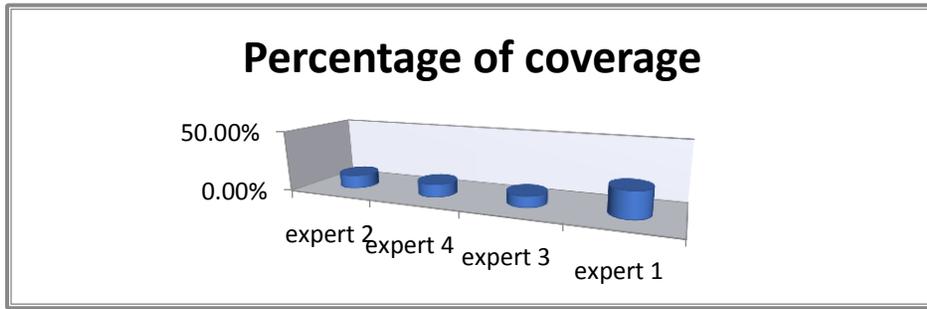
Using the Nvivo software, we were able to extract the percentages of coverage of the remuneration node and that of performance according to each expert.

Table 2: Percentage of coverage of the remuneration/performance node

Element	Percentage of coverage
Expert 2	11,16%
Expert 4	10,80%
Expert 3	9,26%
Expert 1	21,27%
Average	13,12%

Source: Produced using analyzes from Nvivo Software

Figure 3: Percentage of remuneration/performance coverage



Source: Produced using analyzes from Nvivo Software

From the previous demonstrations we can see that the node coverage varies between 9.26% and 21.27%, as for the average, it is 13.12%. Also, the node coverage percentage is much higher in expert 1, the values of the remaining experts are visually very close (9.26% to 11.16%). This is undoubtedly explained by the fact that the first expert attaches much more importance to remuneration to retain and motivate employees, particularly with bonuses and other benefits.

4.1.2.3 Third: The linguistic approach

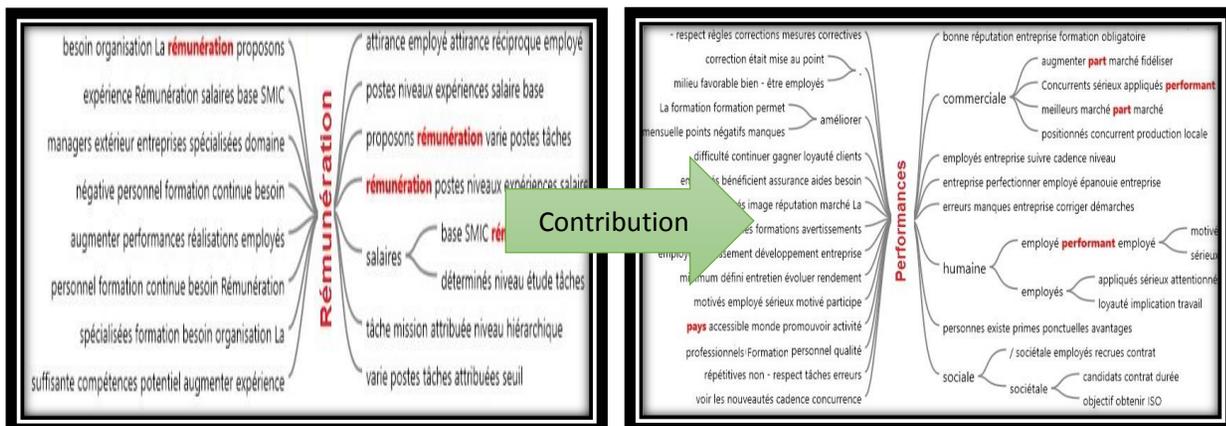
Table 3: Remuneration/performance correlation coefficient

Nœud A	Nœud B	Pearson correlation coefficient
Remuneration	Performance (Humaine, Commercial, Societal)	0,757213

Source: Produced using analyzes from Nvivo Software

According to the table, the correlation coefficient is 75.72%, therefore higher than the average. This shows that remuneration greatly affects the human, commercial and societal performance of the enterprise. Indeed, the experts insisted during interviews that remuneration is an element of incentive and security for employees, and that it impacts their involvement and seriousness.

Figure 4: Thematic map of the remuneration node established by the Nvivo software



Source: Produced using analyzes from Nvivo Software

4.1.2.4 Results of verification of the first proposal

Proposal 1: Staff remuneration contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

Remuneration represents a reward for the work and effort of workers, it is set according to criteria used by enterprises but which must be equal to or higher than the country's minimum wage. However, depending on the enterprises contacted, it varies according to criteria such as experience, level of study, or the tasks assigned, but remain modifiable over time.

According to the University of Montreal's verification degree evaluation system, our proposal was confirmed with a very good rating, due to the great similarities in the experts' comments.

Table 4: Result of first proposal verification

First Proposal and overall approaches	Expressions designating the relationship between remuneration and company performance	Degree of verification
<p>Proposal 1</p> <p><input type="checkbox"/> Remuneration contributes to improving the performance of Algerian SME subcontractors.</p> <p>Comment:</p> <p><input type="checkbox"/> Remuneration is an incentive to put in more effort; it is also a right and an element of security and satisfaction for employees, because it represents the reason for their work.</p>	<ul style="list-style-type: none"> ▪ The repetition of terms in the lexical approach ▪ The correlation coefficient exceeds the average (75.72%) between the performance node and that of remuneration. ▪ The percentage of node coverage is 13.12%. ▪ Remuneration can be set according to the level of study, profile, tasks assigned, and results achieved. ▪ Some experts consider that remuneration must be followed by a bonus and other benefits to be more effective. ▪ Remuneration becomes a motivating element when it is built and determined by a coherent and fair system. 	<p>B</p>

Source: carried out by researchers using the verification degree evaluation system model at the University of Montreal (presented in Herizi's doctoral thesis, 2017)

4.2 Verification of the second proposal

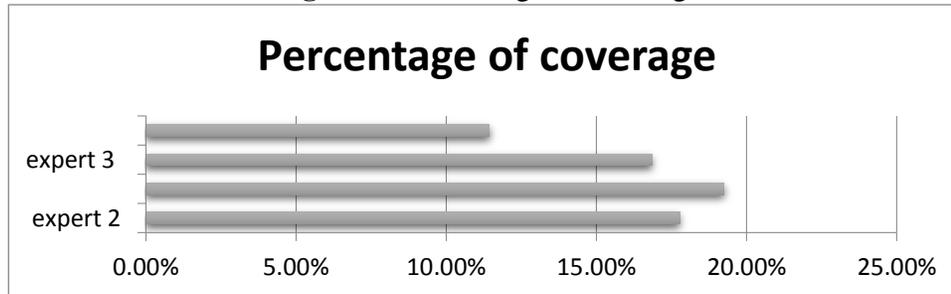
Our second proposal is as follows:

Proposal 2: Staff motivation contributes to increasing the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

4.2.1 First the lexical approach

According to the figures below, the percentages of coverage of the motivations/performance node vary between 11.44% and 19.25%, as for the average, it is 16.33%, and they are quite close together. This can be explained by the fact that the four experts interviewed share the same view on the contributions of motivation to enterprise performance.

Figure 6: Percentage of coverage



Source: Produced using analyzes from Nvivo Software

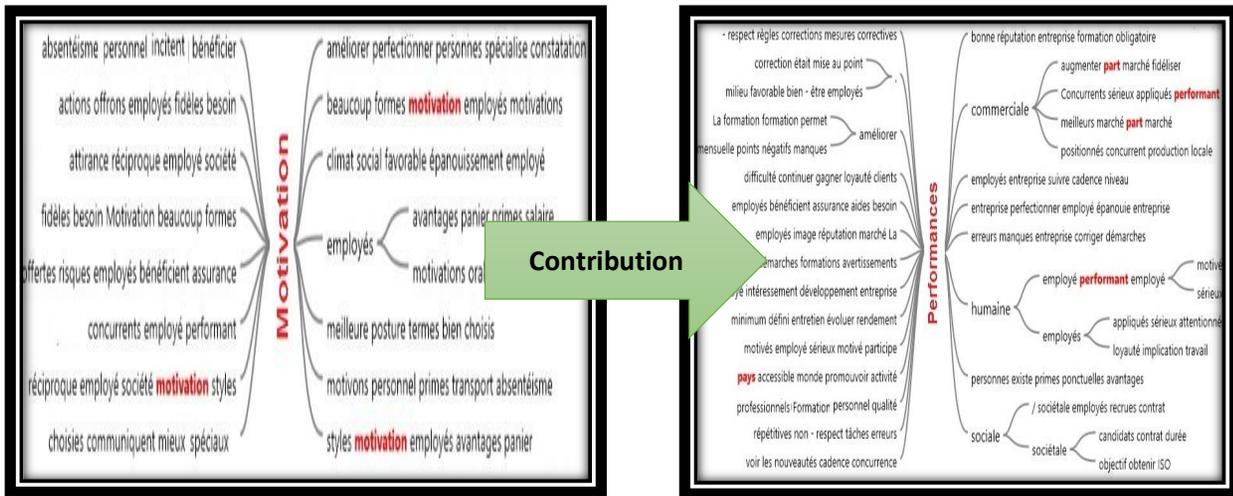
4.2.3 Third: The linguistic approach

Table 6: Motivation/performance correlation coefficient

Nœud A	Nœud B	Pearson correlation coefficient
Performance (Humaine, Commercial, Societal)	Motivation	0,805787

Here the correlation coefficient is 80.57%, therefore well above the average, we can deduce that motivation in its different forms greatly affects the human, commercial and societal performance of the enterprise. Indeed, the respondents insisted during the interviews that it presents an irreplaceable and essential element making it possible to encourage employees to be more productive and loyal to the enterprise and its values and objectives.

Figure 7: Thematic map of the remuneration node



Source: Produced using analyzes from Nvivo Software

4.2.4 Result of verification of the second proposal

Proposal 2: Staff motivation contributes to increasing the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

Motivation is a form of encouragement and incentive for employees to exert more effort and controls their relational and functional behaviours. In addition, it represents a lever for enterprise performance thanks to its psychological contribution which supports and intensifies the creativity and development of workers, such as compliments and congratulations, or material agreements such as bonuses, or real estate.

Table 7: Result of second proposal verification

Second proposal and overall approaches	Expressions designating the relationship between remuneration and company performance	Degree of verification
<p>Proposal 2</p> <ul style="list-style-type: none"> ▪ Motivation contributes to improving the performance of Algerian SME subcontractors. <p>Comment :</p> <ul style="list-style-type: none"> ▪ Motivation is a lever for performance of both employees and enterprises, and represents a form of satisfaction of their economic and psychological needs. 	<ul style="list-style-type: none"> ▪ The repetition of terms in the lexical approach ▪ The correlation coefficient exceeds the average (80.57%) between the performance node and that of remuneration. ▪ The percentage of node coverage is 16.33%. ▪ Motivation comes in several forms, monetary such as bonuses, or psychological such as compliments and congratulations, but also by awakening the feeling of belonging and recognition. 	<p>B+</p>

Source: carried out by researchers using the verification degree evaluation system model at the University of Montreal (presented in Herizi’s doctoral thesis; 2017)

4.2.5 Summary of the results of the Nvivo verification

Using the Nvivo program, the lexical approach presents a lot of repetition of terms related to remuneration, including the terms performance (16 times) and remuneration (8 times). This forms a relationship of dependence, where remuneration contributes to attracting and bringing out the productivity of workers, allowing the demarcation and development of the enterprise and its performance. Likewise, for motivation, where we note a lot of repetition, demonstrating its strong contribution to organizational performance.

Also, in terms of the thematic approach, we note the percentage of coverage of the node between remuneration and different performances reached 13.12%, and that of motivation and different performances is 16.33; as well as the correlation coefficients reached 0.7572 and 0.8057 respectively, this indicates the coordination of their remarks to confirm these relationships, namely the dependence of performance on remuneration and motivation practices.

Likewise, according to the linguistic approach concerning these two variables, the correlation coefficients are much higher than the average; Therefore we deduce their strong influence in the increase in the performance of the enterprise.

In conclusion, our proposals have been verified according to the verification degree evaluation system of the University of Montreal with distinction.

Table no. 8: Proposals verification summary

Proposal number	Proposal title	Pearson correlation	Decision
Proposal 1	Staff remuneration contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.	B (75.72%)	Contributes to a degree of 75.72%
Proposal 2	Staff motivation contributes to increasing the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.	B+ (80.57%)	Contributes to a degree of 80.57%

5. Conclusion and discussion

5.1 Discussion

The results of the qualitative research of the different hypotheses of our study were approved and verified using the Nvivo software and the traditional analysis of the experts' comments, and revealed twice the mention Good and More, which explains a priori, that the remuneration and motivation of employees promote an improvement in the organizational performance of subcontracting enterprises, particularly in Algeria.

Thus, the different approaches provided by the software made it possible to have analyzes of the information collected from the correlation...

According to the four approaches of the Nvivo software, treating in detail the two variables of the study, we notice a fairly strong repetition of the terms remuneration and motivation used by the experts, coverage of the remuneration experts during the interviews carried out. This result is being by different methods such as repetition of terms, nodes, and motivation with the different estimated performances of 13.12% and 16.33% respectively. But also, correlation coefficients of 75.72% and 80.57% indicate the harmonization and coordination of their declarations.

Beyond the findings and results obtained, it seems necessary to support our remarks with the help of previous studies treating these variables.

Firstly, the research by Hadj (2018) aims to evaluate the power of remuneration on employee satisfaction and motivation as well as the achievement of performance. It constitutes an element of attracting qualified labour, when it is valued and important. In addition, it is considered as an action variable impacting organizational performance, so this performance depends on the degree of satisfaction that the employee has with regard to the components of the remuneration. Therefore, the central objective of the different forms of remuneration is generally to motivate employees in order

to obtain involvement and efficiency on their part, generating future performance which benefits the future of the enterprise.

Also, according to Fall and Roussel (2016), rewards are a form of incentive and motivation, influencing both individual and enterprise performance individual and enterprise performance. There is a link between rewards and remuneration when they are fair and just, and the performance of the organization. This will form a sort of incentive to provide more effort on the part of employees, and also attraction and retention.

Furthermore, Benoît, Mahy et al, (2008), are of the same opinion as our proposals in the sense that the fairness and equity of the allocation of rewards to workers seem to have a direct impact on the performance of the business.

Also, Gerhart, Barry et al, (2009), highlighted the key elements approving the dependence relationship between performance and remuneration. In other words, remuneration intensifies individual and collective motivation of employees when it is fairly distributed. Something that we have found in studies and works on this subject.

Furthermore, motivation comes from employee satisfaction and forms an omnipresent concept in research on work performance (Le Flanchec, Mullenbach-Servayre, and Rojot, 2015; Fall and Roussel, 2016).

According to the research and observations of Elvina and Chao (2019), it comes to think that the role of motivation and incentive are factors in supporting the organization to obtain application and efficiency on the part of employees to achieve its objectives and performance, and this study joins previous research to prove the significant effect of motivation on personal and organizational performance. Likewise, motivation can benefit the employee by offering them bonuses, but also the enterprise to retain and build loyalty among its employees and attract competent staff.

However, the study by Basu (2023) revealed that employee and performance are significantly influenced by motivation. This may include financial benefits in the form of external, individual or collective incentives, and must be equitable to the effort made. It must also benefit the organization's objectives and performance. In short, this study explains the link between motivation in its many forms (pecuniary or psychological) aimed at improving the productivity of staff and both the organization, and grants a good reputation to the enterprise.

According to the statements of the four experts, remuneration represents a right and an element of security and retention of staff; it is in some way their compensation for the efforts made. Its determination is also made according to criteria such as the level of study, the profile, the tasks assigned and the results obtained. Often, it will be followed by bonuses in order to strengthen it and improve efficiency, and establish the respect and loyalty of workers. In addition, it can become a motivating element when it is built and determined by a coherent and fair system.

Indeed, motivation can come in several forms: monetary such as bonuses and gifts, or psychological in the form of compliments and congratulations. There are also other types of motivation such as: granting a personal space such as an office specifically for each employee, or a tool such as a car, a personal computer, or even accommodation for those in need, each enterprise is free to choose the one which suits the development of its employees.

5.2 Conclusion

In the following part, we will briefly summarize the main contributions and contributions of our research. For academic and scientific contributions, we conducted a study on the contribution of remuneration and staff motivation in improving the performance of Algerian SME subcontractors. This research allowed us to create a theoretical model which was verified by field data from the two regions of M'sila and Boussaada. Thus, the results could be transferred to other contexts similar to our research area. We have also developed a research guide that could be useful to other researchers. To conclude, our research resulted in an empirical model.

For managerial contributions, remuneration is a form of employee attraction and loyalty. By using compensation systems that promote fairness, managers should prioritize and make this one of their priorities. In addition, remuneration is also a form of incentive and motivation for workers, and represents an exchange for the effort and services they offer.

Motivation always remains a concern for employers because it is the essential element for employee involvement and efficiency; it can come in the form of bonuses or salary increases, or congratulations and encouragement.

For the limits, several objections arose during the carrying out of this study such as, difficulties in carrying out the survey in person, some were by telephone, and others by email, face-to-face interviews would have been more effective but also difficulties in having the agreement and acceptance to carry out the survey and provide the information by the interlocutors.

Our recommendation favours a standardization of the remuneration policy for all organizations as well as an increase in the level of salary, bonuses, allowances and benefits in kind. We add We also add implementation of an individual and collective remuneration information system. We recommend the establishment of the remuneration system based on merit and performance and we work for a favourable culture and social environment.

The research perspectives involve trying to carry out studies on other practices applicable within Algerian enterprises. Furthermore, we are trying to carry out a study on growing Algerian subcontracting micro-enterprises.

6. Bibliography List

- 1 Adams, J. S. (1963). *Towards an understanding of inequity. The Journal of Abnormal and Social Psychology*, 67(5).

- 2 Alipour, M., Salehi, M., & Shahnava, A. (2009). A study of on the job training effectiveness: Empirical evidence of Iran. *International Journal of Business and Management*, 4(11), 63–68.
- 3 Arthur, Jeffrey, B. (1992). *The Link between Business Strategy and Industrial Relations Systems in American Steel Mini-mills*. *Industrial and Labor Relations Review*, 45(11), 488–506.
- 4 Ayadi, S., Bouanani, Z., & Boukhezer, N. E. (2017). *La sous-traitance comme option de redynamisation de l'entrepreneuriat et l'industrie en Algérie (Thèse de maîtrise)*. Université de Bejaia, Algérie.
- 5 Ayyagari, M., Beck, T., & Demirgüç-Kunt, A. (2003). *Small and medium enterprises across the globe: A new database*. Policy Research Working Paper: World Bank. .
- 6 Bouyacoub, L., & Benchikh, H. (2020). *Caractéristiques et spécificités des Petites et Moyennes Entreprises en Algérie*. *Revue Algérienne d'économie et Gestion*, 14(2), 204–229.
- 7 Buisson, M. L. (2009). *La légitimité intra-organisationnelle des pratiques de gestion. Le cas de l'introduction de la rémunération au mérite dans les organisations de service public*. *Revue de Gestion Des Ressources Humaines*, 4, 63–84.
- 8 Chaillou, B. (1977). *Définition et typologie de la sous-traitance*. *Revue Économique*, 262–285.
- 9 Charles-Pauvers, B., Commeiras, N., Peyrat-Guillard, D., & Roussel, P. (2007). *Chapitre 3. La performance individuelle au travail et ses déterminants psychologiques*. *Gestion Des Performances Au Travail*, , 97–150.
- 10 Chênevert, D., & Tremblay, M. (1998). *Une étude internationale sur la contingence de l'efficacité perçue des politiques de rémunération*. France: CIRANO.
- 11 Combes-Joret, M., & Lethielleux, L. (2012). *Le sens du travail à la Croix-Rouge française: entre engagement pour la cause et engagement dans le travail*. *Revue Internationale de l'économie Sociale*, 323, 64–81.
- 12 Daniel, K. J. (2001). *The effects of employee satisfaction, organisational citizenship behaviour and turnover on organisational effectiveness: A unit level, longitudinal study*. *Pers. Psychol*, 54(1), 101–114.
- 13 Deb, P., Naskar, S., Devaraj, S., & Basu, P. (2023). *Impact of working capital on firm performance: Does IT matter?* *Journal of Operations Management*.
- 14 Delaney, J. T., Lewin, D., & Ichniowski, A. (1989). *Human resources policies and practices in American firms*. USA: US Government Printing Office.
- 15 Edwin, A. (1993). *Comparism and Motivation: maximising employee performance with behaviour-based incentive plans*. *Pers. Psychol.*, 46, 407–411.
- 16 Elomien, E., Nchuchuwe, F. F., Idowu, O. A., Onabote, A., & Osabohien, R. (2021). *Employee motivation and industrial output in Nigeria*. *Humanities and Social Sciences Letters*, 9(1), 24–33.
- 17 Fabi, Raymond, L., & St-P, B., Lacoursière, R., & St-Pierre, J. (2010). *HRM capabilities as a determinant and enabler of productivity for manufacturing SMEs*. *Human Systems Management*, 29(3), 115–125.
- 18 Gerhart, B., Rynes, S. L., & Fulmer, I. S. (2009). *6 pay and performance: individuals, groups, and executives*. *The Academy of Management Annals*, 3(1), 251–315.
- 19 Hellriegel, D., & Slocum, J. (2007). *Organisational Behavior*. *Harvard Business Review*. 2007, 6–16.
- 20 Herzberg, F. (1987). *One more time: How do you motivate your employees?* *Harvard Business Review*. 6–16.

- 21 Holl, A., Pardo, R., & Rama, R. (2010). Just-in-time manufacturing systems, subcontracting and geographic proximity. *Regional Studies*, 44(5), 519–533.
- 22 Huselid, M., & Becker, B. (1996). Methodological issues in cross-sectional research and panel estimates of the human resource – performance link. *Industrial Relations*, 35, 400–422.
- 23 Huselid, M. A., Jackson, S. E., & Schuler, R. (1997). Technical and strategic human resources management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171–188.
- 24 Joseph, B. (2015). The effect of employees' motivation on organizational performance'. *Journal of Public Administration and Policy Research*, 62–75.
- 25 Kélada, J. (1990). *La gestion intégrale de la qualité: pour une qualité totale*. Québec: Québec.
- 26 Kelly, T. G. (2014, May 1). Recognition and Reward...it takes more than just a pay check. Retrieved May 12, 2014, from <http://www.orcpa.org/pressroom/hotnews/employeerewards.htm>
- 27 Kimura, F. (2002). *Subcontracting and the performance of small and medium firms in Japan*. USA: (pp. 163-175). Springer US.
- 28 Koontz, H., & Weihrich, H. (1990). *Essentials of Management*. Singapore: Mc Graw Hill.
- 29 Kuhn, K. M. (2009). Compensation as a signal of organizational culture: The effects of advertising individual or collective incentives. *The International Journal of Human Resource Management*, 20(7), 1634–1648.
- 30 Kuswati, Y. (2020). The effect of motivation on employee performance. *International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995–1002.
- 31 Landry, S., & Trudel, Y. (1993). *Les approvisionnements en juste-à-temps: les risques d'abus*. Gestion, 6–11.
- 32 Lauzon Duguay, F. (2005). *L'impact de la présence syndicale sur le recours à la sous-traitance au Canada*. Canada.: Canada.
- 33 Lawler, E. (1990). *Strategic pay: Aligning organizational strategies and pay systems*. Francisco: Josey Bass.
- 34 Le Flanchec, A., Mullenbach-Servayre, A., & Rojot, J. (2015). *Pratiques de gestion des ressources humaines et stratégies d'innovation en France: les apports de l'enquête*. Relations Industrielles, 72(2), 519–528.
- 35 Maclouf, E., & Belvaux, B. (2015). Contribution de la marque employeur à l'attractivité : les limites des approches cognitives analytiques. *Revue de Gestion Des Ressources Humaines*, 4(98), 45–57.
- 36 Mahy 1, B., Rycx 2, F., & Volral 3, M. (2008). L'influence de la dispersion salariale sur la performance des grandes entreprises belges. *Reflets et Perspectives de La Vie Économique*, 47(3), 27–40.
- 37 Marchesnay, M. (1991). La PME: une gestion spécifique. *Économie Rurale*, 206(1), 11–17.
- 38 Marco, K., & Cesar, R. (2004). *The car industry, developments in China and implications for Latin America*. Germany.: University Library of Munich.
- 39 Meltzer, M. I. (2012). *U.S. re-Shoring: A turning point (Annual re-shoring report)*. Massachusetts : Cambridge, : MIT Forum For Supply Chain Innovation.
- 40 Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- 41 MOKHEFI, A., Khaldi, A., & Lazreg, M. (2014). Upgrading Algerian SMEs: A Competitive leverage for enterprises. *Algerian Business Performance Review*, 6(1).
- 42 Mouhoud, E. M. (2011). *Mondialisation et délocalisation des entreprises*. Paris : La Découverte. (3e éd.).

- 43 Mustapha, K. S. (2020). *The impact of motivation on employee's performance in some public and private schools in Talata Mafara*. . *International Journal of Applied Research in Management and Economics*, 3(1), 21–29.
- 44 Nasreddine , H. K., & Assya, K. H. I. A. T. (2017). *Mots clés: Rémunération, satisfaction, motivation, performance individuelle, méthodologie qualitative*. . *Revue Algérienne d'Économie de Gestion*, 11(1).
- 45 Olian, J. D., & Rynes, S. L. (1991). *Making total quality work: Aligning organizational processes, performance measures, and stakeholders*. *Human Resource Management*, 30(3), 303–333.
- 46 Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Mass.
- 47 Pržulj, Ž. (2002). *Human resource management. Institute for the Development of Small and Medium-Sized Enterprises*. Belgrade: Belgrade.
- 48 Robbins, S. P. (1998). *Organisational Behaviour*. New Jersey, USA.: Prentice Hall, 8th Ed. .
- 49 Roussel, P. (1997). *La rémunération individuelle: l'approche française de la rémunération au mérite*. France: Paris.
- 50 Schermerhorn , J. R., Hunt , J. G., & Osborn , R. N. (2003). *Organisational Behaviour*. New York: 8th Ed; John Wiley and sons, Inc.
- 51 Scouarnec, A., & Yanat, Z. (2000). *Regards sur les pratiques de gestion des ressources humaines en Algérie et au Maroc*. (pp. 1–15). Paris : Acte AGRH .
- 52 Sirota, D., Mischkind, L. A., & Meltzer, M. I. (2012). *The enthusiastic employee: How enterprises profit by giving workers what they want*. Upper Saddle River, NJ: Wharton School Publishing.
- 53 Smith, C. S., & Michael, T. B. (2005). *A Role and Expectancy model of Participative Decision-Making: A Replication and Theoretical extension*. *Journal of Organizational Behavior*, , 11(2), 91–104.
- 54 Soufyane, F., & Peretti, J.-M. (2005). *A Role and Expectancy model of Participative Decision-Making: A Replication and Theoretical extension*. *Management & Avenir*, 3(5), 45–61.
- 55 Stroh, L. K., Brett, J. M., Baumann, J. P., & Reilly, A. H. (1996). *Agency theory and variable pay compensation strategies*. . *Academy of Management Journal*, 39(3), 751–767.
- 56 Welbourne, T. M., & Gomez-Mejia, L. R. (1998). *Gainsharing revisited*. *Compensation & Benefits Review*, 20(4), 19–28.

Appendices 1 :

Traditional analysis matrix for semi-structured interviews:

Experts variables	Expert1	Expert2	Expert3	Expert 4
Remuneration	Salaries are determined according to the level of study and the tasks assigned. There is a minimum salary defined at the time of the interview which can evolve in relation to the output and performance of the people. There are also one-off bonuses with benefits in kind and pay advancements support during missions and assistance offered in the event of risks, also employees benefit from insurance.	<p>We have set basic salaries, but which do not start at the minimum wage. Remuneration is based on the task and mission assigned as well as the hierarchical level of the person. This can increase depending on the performance and achievements of employees.</p> <p>Remuneration may be an object of attraction for the employee, but there must be a reciprocal attraction between the employee and the enterprise.</p>	Remuneration is based on positions and levels and experience where there is a base salary clarified at the time of the interview, this may change over time. We also have bonuses and congratulations and human aid and actions that we offer to the most loyal employees and those in need.	<p>We offer remuneration which varies according to the positions and tasks assigned but the minimum threshold remains the SMIG required by the State. It is specified at the time of the interview and it can evolve depending on the hierarchical evolution of the person and their achievements.</p> <p>We also have transport and risk and absenteeism bonuses which encourage staff to take less time off to benefit from them.</p>
Motivation	We have a social climate that is very favourable to employee development. Employees are very respectful to them and to management, and may receive incentive bonuses from time to time. That said, demotivation among employees manifests itself in repetitive absences and incomplete completion of tasks. In the construction field there is always a physical risk which affects mental health, so our	There are several styles of motivation for employees such as: benefits in kind, basket, bonuses, fairly high minimum salary, accommodation, covered transport and fixed bonuses. Our employees benefit from risk insurance. Thus, we have created a very favourable working environment, employees respect each other and respect management as	<p>We have many forms of motivation for our employees starting with oral and written motivations, by email and appreciations, but we also have bonuses, benefits in kind, encouragement and social assistance.</p> <p>They also benefit from risk insurance, but also from enterprise transport, from the enterprise doctor, and from</p>	<p>We motivate our staff with risk absenteeism transportation bonuses. This helps attract employees and motivate them.</p> <p>When staff is motivated, they are more competent, more diligent, and more serious and carry out tasks with the smallest detail, on the other hand, when they are demotivated they do not carry them out correctly and cause problems and show a lot of</p>

		employees benefit from insurance and assistance if necessary.	well as internal rules and when there are problems and conflicts they are quickly corrected. The responsible people take care of it. We organize training and development outings to develop a favourable environment and well-being for employees.	accommodation in order to retain and retain staff. However, employees can be demotivated and this appears through job abandonment, repetitive absences, non-compliance with tasks and errors.	absenteeism. Our employees benefit from risk insurance. The working climate within our enterprise is favourable and positive if it affects the mental health positively of our employees and allows them to have a warm environment and positive exchanges and mutual respect. We attract employees with our image and reputation in the market.
Performance	Financial and commercial	We are among the best on the market. Our market share can evolve thanks to the loyalty of our customers and this is what we have as a permanent objective. Our goal is also to have many more depots across the country	We are very well positioned compared to the competitor. We seek to produce locally in order to increase our market share and expand our scope.	On a scale of 10 we give ourselves 5 in terms of performance and reputation. We have a lot of competitors, so we try to be more serious and more diligent and more efficient in carrying out our services.	To retain customers we update our products and services. New technologies have made it possible to face the competition, but the difficulty we encounter and to continue to gain the loyalty of our customers.
	Human	When there are errors and shortcomings, the enterprise is responsible for correcting them following several steps such as training and warnings.	Like any type of business, when there is dissatisfaction and unacceptable behaviour, there is a correction and clarification.	Indeed, we put an evaluation at the trial period and another monthly evaluation to see the negative points and gaps in order to improve them.	A high-performance employee and a serious and diligent motivated employee, one who advocates values and positive relationships with everyone and this also enters into the evaluation of the employee's potential.
	Social/ sociétal	One of our priorities is to have a healthy and clean environment for this; we hire workers specifically for cleaning waste. We have contracts with specialist recycling enterprises. We have a very favourable social climate and good understanding between employees.	We pay great attention to the environment and waste disposal. So, we have contracts with micro-enterprises specializing in recycling and cleaning and we also have an HSE specialist and we are ISO 14001 certified.	We take the environmental aspect very seriously, for this we have had ISO 14001 and aim to have ISO 45001. We try to establish a favourable climate by organizing meetings and outings between employees.	Notre objectif est d'obtenir ISO 14001, et de suivre les normes mondiales pour la limite des déchets et des émissions de gaz et des eaux polluées. Cependant, nous recyclons nos déchets notamment les cartons, et les poubelles à enterrer.

