

People's democratic republic of Algeria  
Ministry of higher education and scientific research



Higher school of Management – Tlemcen  
Second Cycle Department of strategic management  
End of studies thesis  
With view to obtaining Academic Master degree

**Theme:**

**The impact of motivation on staff's performance  
Case of Algerie Telecom**

Developed by :

**ADJROUD Randa**

Supervised by :

**Professor: SMAHI Ahmed**

Presented on July 8<sup>th</sup>,2021

In front of the jury composed of

<b>Name</b>	<b>Grade</b>	<b>Role</b>
<b>Dr. Metaiche Amine</b>	<b>MCA</b>	<b>President</b>
<b>Pr.Smahi Ahmed</b>	<b>Professor</b>	<b>Supervisor</b>
<b>Dr. benbouziane Mohamed</b>	<b>MCA</b>	<b>Examinator</b>

**Academic year: 2020/2021**

## ***Dedication***

*To mom and dad, and everyone who believed in me!*

## **Appreciations**

I would first like to thank my memory supervisor Mr. Smahi, professor in economics at the Tlemcen School of Management, for his patience, his availability and above all his judicious advice, which contributed to my reflection.

I extend my sincere thanks to all the teachers who have helped enrich my academic background.

The realization of this thesis was possible thanks to the help of several people to whom I would like to express my gratitude.

Mr noui, Mr bouras, And Mrs rym for helping me, for clarifying my vision and answering my questions, as well as for the personal experience they generously shared with me. They have been of great support in the development of this thesis.

Employees of the HR and purchasing department for the reception they showed me and their unwavering support for me.

Lastly, I would like to thank all the people who contributed to the success of my internship and who helped me when writing this thesis.

**Abstract :**

Nowadays ,different organizations and institutions need to maintain high performance to stay competitive and achieve their objectives. The working force of the company is the most valuable and the most expensive resources it can use to get the job done. For this reason, it is necessary to motivate employees in order to improve their performance.The general objective of this research was to study the impact of motivation on the general direction of algerie telecom's staff performance .and the study was oriented by the following particular objectives: to find whether motivation is considered as a strategic plan for a better performance in the company or no , and also to find out whether employees are satisfied with the different types of incentives that the company provide to increase their performance .

The study adopted a descriptive research design. A sample of 53 individuals was randomly selected. Data were obtained using an online questionnaire in Google forms , while Excel and SPSS were used for analysis. The results revealed that motivation has no significant impact on the employees performance ,even though the material incentives are considered as more important than moral incentives for algerie telecom's staff .

**Keywords :** performance , motivation ,material incentives , moral incentives

## **Résumé :**

De nos jours, différentes organisations et institutions doivent maintenir des performances élevées pour rester compétitives et atteindre leurs objectifs. La main-d'œuvre de l'entreprise est la ressource la plus précieuse et la plus coûteuse qu'elle puisse utiliser pour faire le travail. Pour cette raison, il est nécessaire de motiver les employés afin d'améliorer leurs performances.

L'objectif général de cette recherche était d'étudier l'impact de la motivation sur l'orientation générale de la performance du personnel d'Algérie telecom. Et l'étude a été orientée par les objectifs particuliers suivants : déterminer si la motivation est considérée comme un plan stratégique pour une meilleure performance dans le entreprise ou non , et aussi de savoir si les salariés sont satisfaits des différents types d'incitations que l'entreprise met en place pour augmenter leurs performances .

L'étude a adopté une conception de recherche descriptive. Un échantillon de 53 personnes a été sélectionné au hasard. Les données ont été obtenues à l'aide d'un questionnaire en ligne dans des formulaires Google, tandis qu'Excel et SPSS ont été utilisés pour l'analyse. Les résultats ont révélé que la motivation n'a pas d'impact significatif sur la performance des employés, même si les incitations matérielles sont considérées comme plus importantes que les incitations morales pour le personnel d'Algérie Telecom.

Mots clés : performance , motivation , incitations matérielles , incitations morales

## contents :

<b>Dedication</b> .....	I
<b>Appreciations</b> .....	II
<b>Abstract</b> :.....	III
<b>Résumé</b> : .....	IV
<b>contents</b> : .....	V
<b>List of tables</b> : .....	VIII
<b>List of figures</b> : .....	X
<b>List of abbreviation</b> : .....	XII
<b>General introduction</b> .....	1
<b>Chapter I : Motivation as keyfactor in the HRM</b> .....	13
<b>Introduction</b> : .....	14
<b>Section 01: it all starts with a need</b> .....	16
<b>Section 02: a view on Human Resource Management (HRM):</b> .....	18
<b>2.1 Definition of human resources management</b> .....	18
<b>2.2 Human Capital Management</b> : .....	19
<b>2.3 Human resources in Organizations</b> : .....	19
<b>2.4 Role and Purpose of Human Resource (HR) in Organization</b> : .....	20
<b>Section 03 :Motivation through history</b> .....	21
<b>3.1 Definition of motivation</b> : .....	21
<b>3.2 The birth of motivation theories:</b> .....	22
<b>3.3 Major pillars of motivation and their theories</b> : .....	24
<b>3.3.1 Frederick W.Taylor: the sow</b> .....	24
<b>3.3.2 Mayo:the human relations movement</b> .....	27
<b>3.3.3 Maslow : The Hierarchy of Human Needs:</b> .....	27
<b>3.3.4 Hertzberg :Motivation Hygiene or bi Factorial Theory</b> .....	29
<b>3.3.5 McGregor : theory X and theory Y</b> .....	29
<b>3.3.6 Alderfer: ERGtheory</b> : .....	30
<b>3.3.7 Stacey Adam: theory of fairness</b> .....	32
<b>3.3.8 Victor Vroom's expectancy theory</b> : .....	33
<b>3.3.9 Edwin Locke :The Theory of Goal Setting Based on the Work</b> .....	35
<b>3.3.10 Albert Bandura: theory of self-efficacy</b> .....	36
<b>3.3.11 Forest Mageau :The theory of self-determination</b> .....	37

3.3.12 Different generations of motivation theories :	39
Section 4 :Characteristics , typologies and sources of motivation	41
4.1 characteristics of motivation	41
4.2 Typology of motivation at work	41
4.3 Sources of motivation	42
Section 5 :Motivation strategies :	43
Chapter II : From motivated individual behavior to company ‘s performance	45
Introduction:	46
Section 01: what is performance?	47
1.1 Definition of performance related to management methods:	48
1.2 Forms of Organizational performance :	49
1.3 Standards and ratios for measuring organizational performance :	50
1.4. Organizational performance linked to the objectives set	53
Section 2: Factors Affecting Organizational performance:	53
2.1 material incentives and their effects on organizational effectiveness	54
2.1.1 Positive material incentives and their effects on organizational effectiveness	54
2.1.2 Negative material incentives and their effects on organizational effectiveness	57
2.2 moral incentives and their effects on organizational effectiveness	57
2.2.1: the social conditions within the organization and their effects on organizational effectiveness	57
2.2.2 the influence of individual factors on organizational effectiveness	61
Section 3: The demotivation of employees in question :	64
3.1 Factors of demotivation at work	64
3.2 How to explain this demotivation?	64
3.3 An example of motivation technique at Google	66
Chapter III : The link between motivation and performance inside of the general direction of ALGERIE TELECOM	68
Introduction :	69
Section 01 : company overview :	69
1.1 Presentation of the company :	69
1.2 Historic	69
1.3 the company’s goals:	70

<b>1.4 Mission and Objective :</b> .....	70
<b>1.4.1 Major activity :</b> .....	70
<b>1.4.2 Commitments :</b> .....	70
<b>1.5 Legal framework :</b> .....	71
<b>Section 02:Human ressources Management :</b> .....	71
<b>2.1 Global workforce and HR component :</b> .....	71
<b>2.2 Strategic external and internal analysis of the company :</b> .....	74
<b>2.2.1 SWOTanalysis :</b> .....	74
<b>2.2.2 PESTEL analysis</b> .....	78
<b>Section 03: the methodological framework of the empirical study</b> .....	81
<b>3.1 Study methodology and tools:</b> .....	81
<b>3.2 Reasons for choosing the institution:</b> .....	82
<b>3.3 Study community:</b> .....	82
<b>3.4 The technique of sizing of the sample</b> .....	83
<b>3.5 The data collecting method</b> .....	83
<b>3.6 the survey's design :</b> .....	83
<b>3.7 Data analysis methods</b> .....	84
<b>Section 04: analysis and presentation of data</b> .....	85
<b>4.1 The structure of the survey:</b> .....	85
<b>4.2 Analysis of the questionnaire :</b> .....	85
<b>4.2.1 description and characteristics of the sample :</b> .....	85
<b>4.2.2 : Material Motivation</b> .....	93
<b>4.2.3 Moral motivation :</b> .....	105
<b>4.2.4 : performance</b> .....	111
<b>4.3 Hypothesis analysis:</b> .....	119
<b>4.3.1 Verification of the first main hypothesis :</b> .....	119
<b>4.3.2.Verification of the second main hypothesis :</b> .....	119
<b>4.3.3.Confirmation of the results obtained :</b> .....	120
<b>General conclusion</b> .....	122
<b>Bibliography</b> .....	125
<b>Appendix</b> .....	128

**List of tables :**

<b>Table n°</b>	<b>title</b>	<b>page</b>
01	Division of training responsibility	20
02	Evolution of the wage bill	73
03	SWOT analysis	74
04	gender	85
05	age	85
06	Family situation	87
07	Academic level	88
08	Working grade	90
09	Period of service	91
10	salary	92
11	Salary meeting with needs	93
12	Salary evaluation comparing to personal performance	94
13	Salary evolution	95
14	Reasons of wage evolution	96
15	The influence of material motivation on personal performance	97
16	the importance of financial motivation	99
17	the impact of compensation on personal performance	100
18	Social services	101
19	taking advantage of social services	102
20	social needs satisfaction	103
21	motivation's key factors	104
22	stability and comfort of the employees	105
23	the consideration of supervisors	106
24	professional carrier advancement	107
25	staffs 'loyalty	108
26	work environment	109
27	the rhythm of staffs 'carrier advancement	110
28	personal performance evaluation	111
29	the company's profits	112
30	social needs satisfaction	113
31	job enquiries	114

32	staffs 'skills	115
33	academic background	116
34	company's efforts on personal's performance	117
35	factors of motivation	118
36	Corrélations	119
37	Récapitulatif des modèles	120
38	ANOVA <sup>a</sup>	120
39	Coefficients <sup>a</sup>	121

**List of figures :**

<b>Figure n°</b>	<b>title</b>	<b>Page</b>
01	Low psychic energy level	16
02	Psychic energy production	16
03	The hierarchy of human needs	28
04	ERG theory	31
05	Expectation theory	35
06	The managerial grid	48
07	The distribution of AT's workforce	71
08	Workforce's age pyramid	72
09	gender	86
10	age	86
11	Family situation	88
12	Academic level	89
13	Working grade	80
14	Period of service	91
15	salary	92
16	Salary meeting with needs	93
17	Salary evaluation comparing to personal performance	95
18	Salary evolution	96
19	Reasons of wage evolution	97
20	The influence of material motivation on personal performance	98
21	the importance of financial motivation	99
22	the impact of compensation on personal performance	100
23	Social services	101
24	taking advantage of social services	102
25	social needs satisfaction	103
26	motivation's key factors	104
27	stability and comfort of the employees	105
28	the consideration of supervisors	106
29	professional carrier advancement	107
30	staffs 'loyalty	108
31	work environment	109

32	the rhythm of staffs 'carrier advancement	110
33	personal performance evaluation	111
34	the company's profits	112
35	social needs satisfaction	113
36	job enquiries	114
37	staffs 'skills	115
38	academic background	116
39	company's efforts on personal's performance	117
40	factors of motivation	118

## List of abbreviation :

<b>HRM</b>	human ressource mmanagement
<b>HR</b>	human ressources
<b>SOW</b>	Scientific organization of work
<b>USA</b>	united states of America
<b>TSC</b>	theorie sociale cognitive
<b>FTTX</b>	fiber to the ...
<b>LTE</b>	long term evolution
<b>R&amp;D</b>	research and development
<b>DG</b>	direction generale
<b>DRT</b>	direction regional Telecom
<b>DO</b>	direction operational
<b>PMO</b>	project management office
<b>ICT</b>	information communication technology
<b>ACTEL</b>	agence commercial des telecommunication
<b>CRM</b>	customer relationship management
<b>P&amp;T</b>	postals and telecommunication
<b>SMEs</b>	small and medium size entreprises statu
<b>NGBSS</b>	new generation business support system
<b>TELCO</b>	telecommunications
<b>SMI</b>	systeme de management integré
<b>VoIP</b>	voice over internet protocol
<b>AADL</b>	agence national de lamelioration et du developpemnt du logement
<b>ENPI</b>	entreprise nationale de promotion immobiliere
<b>OPGI</b>	office de promotion et de gestion immobiliere
<b>OSS</b>	operation support system
<b>ITU</b>	international telecommunication union
<b>ARPCE</b>	lautorite de regulation de la poste et communicationselectroniques
<b>SDN</b>	software defined networking
<b>NFV</b>	network function virtualization
<b>APN</b>	assemble populaire nationale
<b>CEO</b>	chef executor manager

# **General introduction**

### General introduction

Defining motivation at work is a challenge in terms of opinions, analyzes, managerial practices diverge on a subject that is so important to the company.

Both researchers and managers oppose currents of thought, to the point of creating antagonisms. Everyone has their opinion on the definition of motivation at work and its recipes to strengthen it in the company. Already [Toulouse and Poupart in 1976](#) were talking about theories of motivation at work, whereas, [Kleinginna A.M. and Kleinginna P.R \(1981\)](#) listed 140 definitions of the concept. The analysis we will propose will attempt to present the main theoretical currents that fuel the debate and will evoke the controversies that enrich him. Before discussing these different approaches.

Asking a question about the interest of studying the motivation concept in organizations, This question appears legitimate in the insofar as this notion did not appear in the common language nor in that of organizations during the first third of the 20th century. Language dictionaries French of this period proposed a legal definition of the term. Motivation corresponded to the justification of an act and the statement of the reasons for a decision.

The concept motivation at work has entered the language of researchers and managers as that they were trying to better understand the functioning of organizations, in particular enterprises. However, for a very long time we have wondered about the origin and why of human behavior in a group, in a society. The test proposed by [Vallerand and Thill \(1993\)](#) shows the evolution of thinking about human behavior in social organizations until the concept of motivation at work emerged. They trace the evolution of thought from the first Greek philosophers to the scientists of Nineteenth century.

Historically, we have asked ourselves the question that will make this concept emerge: what pushes or what causes the individual's decision to behave in such and such a way? Such way according to the context, to act in such or such direction according to its decision or under the pressure on him?

The concept of motivation as an object of research appears for the first time, in the work of psychologists [Tolman \(1932\)](#) and [Lewin \(1936\)](#).

The Family, the school, the church, the political parts are all social groups that interest psychologists. Very quickly, the business will become a subject of study. The economic Boom of the first half of the 20th century did already the first recessions, about the stake of growth and productivity gains, that will lead business leaders to solicit social psychologists.

The scientific organization of work put in place during this period reveals its first flaws. We are constantly trying to respond to the question, how to make more effective, individually and collectively, the members from a company ? Organizational psychologists then respond by asking managers to take an interest in, among other things, employee motivation.<sup>1</sup>

At the individual level ,the motivation is said to be the main factor in job performance. Considering the capacities of the individual (intellectual, physical, know-how) and of the organization set up in the company (technical, human, administrative), motivation can act directly on individual performance of company members. The concept will now interest more and more interlocutors in companies .

This interest in motivation at work is based on the principle that the success of the company depends on collective performance, which itself depends on individual performance.

Engineers, consultants, personnel managers, managers, researchers will look at how to improve employee motivation at work. Works scientists, rational methods, magic recipes will regularly revive the debate on the right way to motivate employees, either by arousing it or by pushing it.

The approaches will quickly diverge, theoretical currents, schools of thought will constitute. Therefore, the concept of motivation at work will become complicated. The accumulation of theoretical and empirical work will lead to the development of the first taxonomies.

### **Problematic**

The features of the current research problem are manifested in the fact that individuals' tendency to achieve a number of incentives related to obtaining a better

---

<sup>1</sup> Deci, E.L. & Ryan, R.M. (1991), « A motivational approach to self : integration in personality », Dienstbier, R.A. (Ed), Perspectives on Motivation : Nebraska symposium on motivation 1990, vol.38, Lincoln, University of Nebraska Press, p.237-284.

income, a prestigious job title, achievement in work, obtaining the respect and appreciation of others, social status, is linked in a way that does not contradict the organizational effectiveness that was associated with material and moral achievements. Associated with the goals that the institution seeks to accomplish on time and in the required quantities and in a certain way, and in view of the different theories and field research on prioritizing the needs and demands of individuals that push them to work, we are trying to raise a research issue in the context of the transformation that the Algerian institution is witnessing, which is to identify the most important incentives Material incentives, encouragement, participation in decision-making, and their impact on performance.

If the study focuses on the aspect of motivation and performance in the Algerian economic institution, it takes into account the reciprocal relations between the parts of this institution, as well as the reciprocal effects between them and the external environment on the other hand, and between the elements and components of each of the independent and dependent variables on the other hand.

finding a link between motivation and its impact on individual and group's performance, is a research work in which we are interested, and for that we formulate the next problematic : **what is the impact of motivation on staff's performance ?**

in other words , we are wondering if the organizational behavior is really related to motivation and does this last have any consequences on the performance of the employees inside of the general directions of Algeria Telecom ?

From this issue emerge secondary questionings to which we would like to answer :

- Is motivation considered as strategic activity inside of a company?
- what are the type of incentives that has the most impact on employee's performance ?

In order to be able to answer these questions and understand the topic, we must take knowledge of :

- Human resources management
- Organizational behavior
- Leadership
- The importance of considering work psychology in work place

- The importance of well being of the human capital on company's performance

### **Hypothesis**

In order to provide an answer to our problematic, we formulated two hypothesis that will be confirmed or invalidated during our study.

**H1:** there is a positive significant relation between motivation and performance in the company .

**H2:** material incentives are more important to the staffs of Algerie Telecom than moral incentives .

### **The reasons for choosing the theme :**

One of the indisputable issues in the field of scientific research is that the researcher's choice of the subject of his research and study is not subject at all to any kind of chance, or spontaneity as much as it is closely related to the circumstances of the researcher himself, the circumstances of society and its multiple and renewable needs.

The choice of the topic may have motives that are directly related to the inclinations and motives of the researcher himself, and the justifications for the choice may be due to objective conditions that go beyond his personal and subjective justifications, but it is certain that the choice to study a problem affects the extent to which the researcher feels about it, or the extent of his preoccupation with it to the point of feeling the presence of the motive. The strong internal approach to dealing with this problem by study and field research, and the stronger the pressure and urgency of the problem on the researcher, the greater his enthusiasm to probe its dialogue and understand its contents, the choice does not stem from a vacuum.

We chose the topic of motivation and its impact in staffs' performance based on several specialized and objective considerations, including our practical study in the internship on one hand, and on the other hand the presence of many field and theoretical studies on the topic of motivation and its impact on the activity of the individual, which indicates the importance of the topic and that is indeed worth studying in addition to the reality of our economic institutions in light of the changes taking place in the national and global areas.

In the end we can summarize the objective motives and justifications that prompted us to choose this topic in two main points:

- The existence of a large number of theoretical and field studies on the subject of incentives and their impact on the effectiveness of individuals, which, despite their varying results, all share in emphasizing the role and importance of incentives in activating the various capabilities of the individual, including the effectiveness of his performance.
- The desire to drop most of the theoretical gains on the reality of the Algerian economic institution and to learn about the incentive system applied in it, and how to use motivation to achieve the goals of the institution, especially as we live through radical transformations in the field of development and openness more to global markets, and therefore our study is a modest contribution to the formation of a perception that shows The relationship between motivation and organizational effectiveness.
- Get an idea of the different positions we could possibly occupy in the future .

### **The objective of the investigation**

There is no doubt that any scientific study initially seeks to achieve specific goals, whether they are theoretical goals to try to understand or to explain a social phenomenon, or they are practical goals such as trying to find solutions to field problems related to specific applications or specific procedures, and therefore our study seeks to achieve the following :

- 1) Getting to know the reality of the motivation system in place in our economic institutions.
- 2) Determining the elements and components of motivation.
- 3) Understand the nature of the relationship between material incentives and organizational effectiveness.
- 4) Understand the nature of the relationship between moral incentives and organizational effectiveness
- 5) Obtain the opinion of employees on what motivates them and identifying their needs.

6) Discover the expectations of top management as to meeting the different needs of their employees.

### Literature review :

- The article titled work motivation and performance :a social identity prespective developed by [Daan van knippenberg in 2000](#) , he wanted to analyze the prespective of social identity theory and self-categorization theory depending on the relation of organizational identification with the motivation to exert effort on behalf of the collective , a theoretical analysis as well as a review of empirical studies of the relationship of organizational identification with motivation and performance leads to the conclusion that identification is positively related to work motivation ,task performance and contextual performance .
- [Tauer ,Jhon Harackiewics and others in June 2004](#) , wanted to study the effects of cooperation and competition on intrinsic motivation and performance ,so they examined these effects by doing 4 studies .across 3 behaviors all studies that involved shooting a basketball ,no difference were observed between competition and cooperation on task enjoyment or performance .however ,the combination of competition and cooperation ( intergroup competition ) constantly led to higher levels of intrinsic motivation ,and 2 in 3 studies performance .in a survey study ,the authors replicated the positive effects of intergroup competition on enjoyment and examined process measures that might account for these effects .these findings suggest that co aspects and that structuring recreational activities to include both can facilitate high levels of both intrinsic motivation and performance .
- the author [Jacob Cherian and Jolly Jacob2013](#) did a research on the impact of self efficacy on motivation and performance of employees ,the aim of this study is to perform a meta-analysis which analyses the individual research findings which pertain to the relationship between self-efficacy ,employee motivation and work related performance of the employee .From the results of the study it is observed that self-efficacy theory can be applied for work related performance in terms of motivating different employees related facets as well as organizational pursuits .in this study the researcher has attempted to assess the

influence of self-efficacy on the performance of individuals at workplace and the mechanism by which self-efficacy of an individual determines his/her work related performance and motivation .thus, they found out that it becomes necessary to identify the practical implications of the outcomes related to improving employee self-efficacy in order to motivate them and improve their performance .

- [the author Regine Vollmeyer and Falko Rheinberg 2000](#),wanted to know if motivation affect performance via persistence or no ,so they measured the initial motivation such as (mastery confidence ,incompetence fear ,interest and challenge) of 51 student who learnt a complex dynamic system ,then a set of mediating variables during learning .performance measures were knowledge acquisition and knowledge application .a path-analysis showed that initial motivation influenced persistence .However , any possible relationship between persistence and performance was disrupted because learners with more knowledge stopped sooner or were classified as lowly persistent .thus highly persistent learners did not have higher mean final performance ,despite acquiring more knowledge over trials.

- [Fred C Lunenburg 2011](#), wanted to study the self-efficacy-in the workplace and their implications for motivation and performance , he chose four sources to evaluate the self-efficacy of its research sample , which are past-performance ,vicarious experience ,verbal persuasion and emotional cues and the results were that self-efficacy or the beliefs about one's ability to accomplish specific tasks influences the tasks employees choose to learn and the goals they set for themselves .self-efficacy also affects employees 'level of effort and persistence when learning difficult tasks

- This article written and developed by [Hasan Salih Suliman Al-quadah 2016](#),the aim of this study is to identify the impact of moral and material incentives on employees 'performance as it will focus on some private hospitals operating at Amman capital of Jordan .the research use empirical analysis and distributed set of questionnaire, the study applied descriptive analytical method, and reached to the following results : that there is no difference application on

moral and material incentives for employees to improve their performance when it comes to demographic variable like gender, age educational qualifications .the study recommended a number of recommendations that private hospital has to develop policies and strategies to increase effectiveness incentives in addition to this , the study recommend that the private hospitals in Amman should use incentives systems to meet with the needs of all employees.

- [Saud Al Otaibi 2017](#),did a study on how to investigate the system of financial and moral incentives at the institution of the public authority for applied education and training in Kuwait . the results of the study have reached on that the material and moral incentives affect the performance of the administrative staff working in the institutes of the general authority ,also that the material incentives do not affect the performance of the administrators of the institution in order because of the lack of satisfaction with the material incentives provided to the study sample .the research recommend to pay attention the salaries of employees to match the level of performance to stimulate them to rise , to focus on providing adequate and fair compensation upon retirement of employees , to provide appropriate health and social insurance , and to pay good salaries commensurate with the requirements of living ,also that the administration must provide rewarding remuneration to the competent employees in their work , to pay attention to to providing moral support and praise to employees to improve their performance and finally to conduct further studies on the subject of the study.

- [Shapovala 1987](#) did a research on material incentives and the economic effect of new technology ,in accordance with the decisions of twenty-seventh congress of the full-speed acceleration of scientific-technological progress STP, and the widespread introduction of new generations of machinery and fundamentally new technologies must ensure the highest end results :productivity and effectiveness .the present system of material incentives for the development ,assimilation, and introduction of new equipment does not sufficiently stimulate attainment of the actual end results of STP and demands radical improvement .

- [Mikhail Vinichenko and others 2020](#), did a research on the employee satisfaction with intangible incentives in educational organization of higher education ,the purpose of the research was to reveal the nature of the impact of intangible incentives on employees of an educational organization in the context of digitalization of society .the impact of the pandemic on the assessment of intangible staff was also discussed , the main research methods were a questionnaire in Google forms and a focus group in remote format ,.the practicality of the research was the identification of respondents ‘opinions in the context of COVID19 pandemic , in the course of the research , it was established that in the conditions of digitalization and epidemiological crisis both new methods of intangible incentives and traditional ones are actively used in universities ,the technologies of their application more often satisfy teachers .the most relevant issue was the stability of a teacher’s work place through an employment contract for a longer period than a year .this creates a sense of stability .in the context of digitalization of society , the issues of intangible incentives for employees of an educational organization acquire a transformed nature with an emphasis on stability.

- [Rochev 2014](#) did a research on the assessment of the quality of labor and material incentives in the university on the basis of a systematic approach using index information system ,the aim of this study was to examine the formation of the incentives scheme in higher schools and universities ,the method used was a brief decomposition of the university in the field of management ,described the implementation of the principles of a systematic approach to assessing the quality and motivation on the example of the index of evaluation of faculty and student groups .the final results of this study suggest the possibility of establishing a system of intercollegiate comparative performance assessment of students and faculty, as well as the approach to the construction of ranking of universities based on the evolution of the quality of education and effectiveness of the academic core.

### **Empirical research methodology :**

The duration of our internship lasted four months .In the first two months of the internship , we have been in a phase of observation and analyzing the intern environment and the organizational behavior of the employees of the general direction of algerie telecom , the second phase or the second two months were dedicated to data collecting , we tried to collect all the documents ,the points of view of different superiors and all the oral or written data that could possibly helps us I this case of study ,then our third and last phase was the survey in which we will give more details about in the third chapter .

### **The limits of the study**

Any scientific research in the field presents difficulties which must be overcome in order to be able to continue. We do not go into details. But the major difficulties which deserve to be highlighted are those relating to the lack of documentary sources:

- Lack of internal documentation due to confidentiality;
- Employees with a fairly heavy workload and therefore little or no time to devote ourselves to answering our questions;
- The period of our internship was marked by many holidays.

### **Working plan :**

We have divided our work into three chapters,

the first chapter deals with the framework theory and the definitions of concepts related to our first variable which is motivation as an essential activity at the heart of human resource management , we talked about human resources in general and then about human resources management ,and then we have mentioned how the concept of motivation and incentives have appeared for the first time ,we also represented the main pillars of motivation and their theories ,so we could understand the different methods of motivation and the point of view of different researchers .

The second chapter is devoted to the second variable representing the notion of performance. In this chapter, we want to highlight the different concepts approaching work performance and the different key factors of performance in order to find a link between staff motivation and their performance, in the end we have devoted a case of

study as an example to see how Google motivates its employees and evaluate their performance .

A third and final chapter dedicated to our case study, we started with a presentation of the organization values, objectives and missions , and then we have done an internal and external analyze study for the institution in order , and finally the analysis and interpretation of the results of the survey carried out within the general direction of Algeria telecom.

**Chapter I**  
**Motivation as**  
**keyfactor in the HRM**

**Introduction :**

The human resource of an organization is composed of all the efforts ,skills and capabilities of all people who work for the organization .some organizations may call this ‘human resource’ as ‘staff’ or ‘workforce’ or ‘personnel’ or ‘employees’ but the basic meaning remains the same .

all those who work as ‘workers’ and describe others who do non-manual work as ‘staff’. The executives of an organization are supposed to manage its human resources in the most effective manner so that personnel work well in the best interests of the organization, and in their own interests, too.for the purpose ,it is essential that good personnel relations are established with the entire workforce .

Much have been debated and written in the literature regarding the field of Human Resource Management (HRM); its contents, practices and applications, and; its extents and limitations. Similarly, in recent past, there have been many controversies concerning the responsibilities and duties of Human Resource Management departments in organizations. The foremost and earliest role of Personnel Managers in the 1970s was not to manage employees and the issue of welfare was not of great importance to the Management but rather they play the role of fierce and tough negotiators always prepare to be hard on unions. This, however, had created a barrier between managers and their employees. The employees are compelled to look in the direction of the unions for their welfare in terms of financial and occupational concerns. Evidently, employees were left with no other choice than to follow the leadership of their union and go contrary to the managers, which results to low productivity and thereby makes the organizational goals unachievable. [Guest \(1989\)](#) proposed four major policy goals that distinguish the new concept of Human Resource Management from the ‘personnel’ management; which are:

- Encourage the commitment of employees to increase their performance and also be loyal to the organization as a whole;
- Emphasis on the quality of employees engaged in organizations goes a long way in producing quality goods and services, which is of great benefit both to the customers and the organization;

- Ensuring flexibility plays an important part in the way employees are organized, this makes them to be adaptive and receptive to all forms of changes in all aspects of their jobs such as work hours; working methods and;

- Integrating organizational goals into strategic planning in order to make these policies cut across ranks and files of organization and ensuring that they are gladly accepted and implemented on daily routine by line managers

The concern regarding employees' welfare in organizations came on board in the 1990s in order to make employees increase their commitments to the organizations and also increase the level of their job satisfaction. Human Resource Management as a field of study is presently passing through a transformational stage.

In this first chapter, we will approach motivation from a theoretical point of view, its emergence, its importance, its relationship with the satisfaction of employee needs as well as its engineering but before that we will try to understand the needs of human beings .

**Section 01: it all starts with a need**

In order to understand motivation , we shall first understand the psychologist process whereby motivation appeared ,develop and vanishes .

Sigmund Freud ,the first who theorized the concept of psychic energy called “ Nervous excitation”. ForFreud, when we feel good and we prove a feeling of well being ,means that our level of psychic energy is low ,it is said linear . and we symbolize it as a straight line

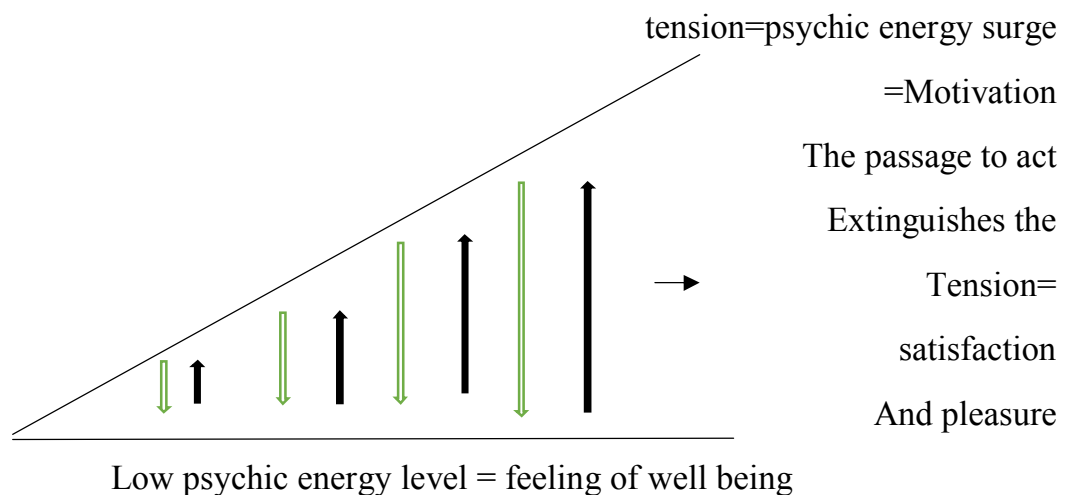
**Figure 1.1 : Low psychic energy level**

Low psychic energy level = well being

Source : AGUILAR Michael, l’art de motiver, Paris, Edition Dunod, 2009

The birth of a need will generate psychic energy production this situation is called Tension, which is well explained in the figure below

**Figure 1.2 psychic energy production**



Source : AGUILAR Michael, l’art de motiver, Paris, Edition Dunod, 2009

the notion of need is central in the motivation process , an employee is motivated when his needs are satisfied he is unmotivated when needs that he considers to be fundamental are no longer satisfied, the need is therefore the fuel of motivation. and just as there are different types of fuels (gasoline, diesel, electricity, ethanol ... etc),

scientists has distinguished different types of needs. In which we will list the most important<sup>1</sup> :

- Security
- Love and gratitude
- Pleasure
- Comfort
- Novelty and creativity
- Justice
- self development
- Seduction and sex
- Beauty
- Transcendance
- Self realization
- Freedom and autonomy
- The relationship with the society
- The adventure and risk
- Order and discipline
- Power and money

---

<sup>1</sup>AGUILAR Michael, l'art de motiver, Paris, Edition Dunod, 2009, p31.

**Section 02: a view on Human Resource Management (HRM):****2.1 Definition of human resources management**

Defined human resource management has been argued to be a replacement of the term personnel management in organizations.

In this light, experts like [Armstrong \(1987\)](#) sees HRM as ‘old wine in new bottles’

[Guest \(1987\)](#) argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on. However, it does not make HR administrators ‘having a seat at the table’ meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business.

[Storey \(1995\)](#) defines HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”.

while [Byars & Rue \(2004\)](#) see HRM as “activities designed to provide for and coordinate the human resources of an organization.”

In addition, [Boxall & Purcell \(2000\)](#) argue that “HRM includes anything and everything associated with the management of employment relationships in the firm.” The words anything and everything in the definition explains the wider range of issues comprising policies such employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. Further, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organizations.

However, the four key dimensions to HRM as postulated by [Guest \(1987\)](#) include:

- **Commitment:** It is expected of employees to identify the interests and goals of the organizations, and be aligned and committed in achieving these goals.

- Flexibility: Employees are expected to adapt willingly to change within the organizational structure, without any strife or prejudice.
- Quality: High levels performance attainment of organization depends on the quality of members of staff and management of such organization.
- Integration: ‘It involves the matching of human resources strategies to the needs of the business strategy (Guest, 1987).<sup>1</sup>

## 2.2 Human Capital Management :

Human capital is one of the four types of assets managed in organizations; others includes

- physical assets such as land, buildings, equipment etc;
- financial asset such as stocks, securities etc;
- human assets are competent individuals with capacity to render services to the organizations;

These assets are essential and vital at varying degrees in the operations of any organization; however, human assets operate at the pivot of the operations. Human assets in organizations control, guides, and manage the use of other assets in order to achieve organizational goals.

It is important to emphasize that human capital is not basically individuals in organizations; rather it is what they have to contribute in achieving organizational goals. [Robert & Elizabeth \(2003\)](#) define Human Capital as “the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce.”

It is also referred to as “intellectual capital to reflect the thinking, knowledge, creativity, and decision making that people in organizations contribute” <sup>2</sup>([Mathis & Jackson, 2006](#)).

## 2.3 Human resources in Organizations :

Mostly, all managers in organizations are regarded as Human resource managers. Sales managers, and Supervisors are all assumed to engage in HR

---

<sup>1</sup> Adewale omotayo and adenike ,Human resource management ,first edition,2012, p87

<sup>2</sup> Robert L mathis and jackson ,human resource management ,15<sup>th</sup> edition,2006, p116.

management, but their effectiveness and efficiency depend on how HR system is being organized and managed in organizations.

Essentially, it is inappropriate to engage a head nurse or an Engineering manager in designing and administering HR activities such as pay system and reward; human resource planning; recruitment and selection; employment regulations etc. Therefore, medium and large organizations create HR department and equip it with HR specialists that can conveniently handle these activities. However, smaller organizations do engage in some of these activities, where the owner usually handles them. And in some other small businesses, clerical assistant is employed to handle the payroll systems, record keeping and other clerical work. Supervisors and Managers (irrespective of their departments) are involved in recruiting, selecting and training prospective employees, as a result these activities tend to shift their attention away from their primary assignments and reduce the time they spend on their core and other business areas.

**Table 2.1 :division of training responsibility**

HR Department	<ul style="list-style-type: none"> <li>• Prepares skill-training materials</li> <li>• Coordinates training efforts</li> <li>• Conducts or arranges for off-the job training</li> <li>• Coordinates career plans and employee development efforts</li> <li>• Provides input and expertise for organizational development</li> </ul>
---------------	--

Source : adapted from Mathis & Jackson,2006

#### **2.4 Role and Purpose of Human Resource (HR) in Organization :**

Much has been discussed on what role HR departments play in organizations. However, HR units can perform several roles, which depend on the nature and terms of reference provided by the decision makers on one hand; and competencies earlier demonstrated in the line of their duties.

However, these roles are summarized into three (3) types by [Mathis & Jackson \(2006\)](#):

- Administrative role
- Operational and Employee Advocate role
- Strategic role

## Section 03 :Motivation through history

### 3.1 Definition of motivation :

The concept of motivation appears for the first time in the work of psychologists [TOLMAN \(1932\)](#) and [LEWIN \(1936\)](#)<sup>1</sup>

The word "motivation" comes from the Latin *motivus*: motive and: to move "The motivation therefore designates the motives that prompt us to take action. The motivating manager is the one who creates or which stimulates in its employees the reasons which push them to act "<sup>2</sup>.

According to [DECKER](#), "the motivation is the preferential search for certain types of satisfaction. The preferred term means that the motivation undoubtedly has an individual and selective character, each of us seeks the satisfactions that he appreciates the most, these preferences being subjective . "<sup>3</sup>

Motivation is one of the "decisive elements for the survival of companies . "

In other words, "Being motivated is basically having a goal, deciding to make an effort to reach it and persevere in this effort until the goal is reached ".

[LEVY-LEBOYER 1998](#) defines motivation at work as "a process that implies the will to perform a task or achieve a goal, therefore a triple choice, to make an effort, sustain this effort until the goal is reached, devote energy to it necessary . "<sup>4</sup>

According to [Pierre LEVASSEUR](#), "Motivation is the state of a person who chooses to make an effort to accomplish a certain task, then chooses to provide a certain amount of effort and, in the end, chooses to maintain their efforts for a certain time. "<sup>5</sup>

For [ROUSSEL](#) "Motivation at work is a process that involves the will to make efforts, direct and sustainably support energy towards the achievement of objectives and workload, and translate this intention into effective effective behavior at best personal abilities . "<sup>6</sup>

---

<sup>1</sup> ROUSSEL P, la motivation au travail- concepts et theories ,Paris,Ed Dunod ,1993,P4.

<sup>2</sup> AGUILAR Michael, l'art de motiver, Paris, Edition Dunod, 2009, p9.

<sup>3</sup> DECKER, J, etre motivé et réussir, Paris, édition d'organisation, 1988, P15

<sup>4</sup> LEVY-LEBOYER C, la motivation dans l'entreprise, Paris, Ed d'organisation, 1998, P14.

<sup>5</sup> ibid

<sup>6</sup> P.ROUSSEL, Op.cit, P.74

On the other hand PUJOL Marie-Dominique defines motivation as follows: "actionstate the reasons for a decision or opinion "<sup>1</sup>

“Motivation at work is a process that involves the willingness to make an effortto direct and sustainably support energy towards the achievement of objectives and workloadwork, and to translate this intention into effective behavior to the best of our ability personal ”<sup>2</sup>

The most convincing definition is that of Valle-Rand & Thill "the concept ofmotivation represents the hypothetical construct used to describe internal strengths and / orexternal produce the onset, direction, intensity and persistence ofbehavior "<sup>3</sup>

This definition considers motivation to be a hypothetical construct; it is aprocess that is triggered by the action of an inner motivational force that depends onpersonal characteristics such as needs, impulses, instinct, traits ofpersonality (fear, desire, greed, jealousy, etc.). But It can also be triggered by a forceexternal motivational which depends on the situation, the work environment, the natureof the work, the management style of superiors, etc. These internal motivators ordispositional, and external or situational, change and are specific to each. The level ofmotivation can be "weak" or "strong" which can vary varying both between individuals to aspecific time, or within the same individual at different times depending on the situation.

### 3.2 The birth of motivation theories:

Research and experiments by actors in the classical school and the school of human beings relationships, already discussed in this work, can be re-read under the banner of theories of motivation.

One can consider the scientific organization of the work of Frederick Taylor, a distinguished member ofthe so-called "classical" school, as already carrying certain essential seeds of future theories ofmotivation. The primary purpose of the work organization conceived by Taylor is thusincreased yield. And one of the levers used is to individualize the remunerationby making it proportional to the actual output of each worker. The bait of gainwould increase the individual efficiency of workers and

---

<sup>1</sup> PUJOL Marie-Dominique. Ressources humaines, La boîte à outils de l'entrepreneur, 2eme édition, Paris, édition d'organisation, 2000, 2003, P. 177.

<sup>2</sup>1 ROUSSEL P, Rémunération,motivation,et satisfaction au travail,Ed Economica,1996,P74.

<sup>3</sup> VALLERAND et THILL, Introduction à la psychologie de la motivation, Editions Etudes Vivantes, 1993, p.18.

ultimately the volume of production and therefore the potential wealth of the company. This individual pecuniary stimulation did not seem to suffice and was accompanied by another lever: discipline. Individuals who do not follow the imposed rates are punished then, if necessary, discarded.

Taylor's work organization rationalization efforts focus on the organization of the work as such and methods of remuneration; at the human level it is mainly about "Train" the workers in order to explain to them that the purpose of their work is the enrichment of owners of the means of production and that their own interest is to produce more. Then, in reaction to certain excesses or failures of the classical school, and carried by a scientific psychological development, some experimenters, including Elton Mayo, will guide the organizers towards a better knowledge of individuals and of the group, seeking to "Rationalize" what was not yet: "the human factor".

This desire for knowledge and rationalization of the human factor of production that rings the symbolic birth of motivation. More precisely, it is the series of Hawthorne experiments which cause the tilting of motivation research.

All of These experiments are carried out on groups of male and female workers and relate to the evolution of the productivity of groups of workers as a function of the modification of certain parameters of working conditions (hours, holidays, light, etc.), or remuneration procedures. In front of control groups for which no changes took place and whose productivity remained stable, the test groups having gone through the experiences of changing working conditions see fairly uniformly significantly increase their productivity and this almost whatever the modification of working conditions carried out.

Many debates take place to try to explain this increase in productivity. A simple interpretation gave birth to theories of motivation: by playing on certain parameters of the working conditions of a group of individuals, it is possible to increase their productivity.

And this observation opens wide the door to theories of motivation. If the modification of elements can change the production level of a group of workers, so it is possible, by seeking to modify and adapt this decor as best as possible, to voluntarily arouse or promote an increased production.

Hence the quick question: how can I improve productivity by modifying the working conditions of the employees of my company? The theories of motivation follow one another continuously. We can see that the historical trend in work on motivation is to go from the "why" to the "how" is possible to encourage people to do more, then to "how" to make people believe that they want more.

First generation of motivation theory: "why the individual does it work and how can I best meet its needs? "

Some theorists have significantly contributed to the development of modern-day management attitudes and specially helped nowadays companies and startups to understand the nature and the needs of their staff and to learn how to motivate them appropriately.

### **3.3 Major pillars of motivation and their theories :**

#### **3.3.1 Frederick W. Taylor: the sow**

one of the first researchers to have developed a theory of motivation is Fredrick Winslow Taylor (1911) defined the very famous scientific organization of work, or SOW, which was to maximize productivity through greater motivation of workers .

Three principles are at the base of the Taylor system: the vertical division of labor ("All intellectual labor must be removed from the workshop to be concentrated in planning and organizing offices. ")<sup>1</sup>, horizontal division of labor, pay per performance

**vertical division of labor :** It is the separation between the work of execution and the intellectual work of design, carried out by the engineers of the "office of methods". Over there scientific approach (study of the workstation, decomposition and simplification of actions, allocation of an execution time to each elementary task), they determine the only right way to perform a task ("the one best way"). Thus, Taylor, responsible for improving methods in a company mining, goes so far as to show the laborer the correct way to load his shovel to achieve the highest average daily productivity.

Taylor therefore advocates the "development of a science which replaces the old system of empirical knowledge of the workers". In one context in the USA marked by

---

<sup>1</sup> TAYLOR F.W., 1911, The Principles of Scientific Management, Harper & Brothers, New York, London, 77pp.

the power of trade union workers and by the low qualification of immigrant labor, this Taylor's proposal could not but be well received. It is therefore a matter of transferring knowledge from trades workers to engineers. This process involves a detour through its intellectualization and codification formal because this knowledge must then be disseminated, not by a long apprenticeship with the elders, but by instructions sent hierarchy to executant formed in few hours

**horizontal division of tasks:**

It is the division of tasks between operators. Each operator is assigned an elementary task, i.e. the simplest possible, in order to automate and speed up actions. The horizontal division of tasks, carried out as far as possible, leads to assembly-line work, an innovation of Ford, applied from 1913 in its factories. At the turn of the century, however, machines performed only simple operations: man was irreplaceable for complex manipulations (changing the part for example). The chain thus forces the man to adopt the rhythm of the thing, thus characterizes this decomposition of the work process into elementary tasks. According to him, we have here a general movement of dehumanization, deskilling and alienation of workers. Be careful, this position does not seem to be shared by all.

[DEWERPE\(1998\)](#): "Far from being reduced overnight, the worker qualification in the regulation of large Fordian factory is undergoing transformations which in many ways reevaluates it on the social scale. The period from the turn of the century to the end the 1950s was perhaps a peak of qualification, a golden age for the professional, especially in metals".

In real life, the steelworker from 1910-1950 knows less than his fathers; the machine has taken away, as we have seen, a good part of its capacity, not only to produce a part complete, but still to autonomously manage the. What matters, however, is the top place he now occupies in a scale of work and know-how reconstituted by Fordian and Taylorian regulation. " Friedmann's vision must therefore be qualified, by differentiating between the categories of workers (very true for SOs, much less for POs, especially as parallel to the increase in the number of OS affirms itself as POs and engineers) and the different stages of the introduction of

Taylorism (less disqualifying in the twenties than in the 1950s because it accompanied a process of promoting skilled workers).

Moreover, is the very notion of deskilling really relevant when knowledge itself is undergoing considerable change? It is related to the same problematic as in schoolfield, the assertions of the type the level drops .

The dynamics of the relationship between division of tasks and technical evolution: classification as an issue. "When the first machine tools, universal lathes, were introduced, the workers assigned to them were classified:" laborers on Machine tool". And indeed, compared to trades workers, they were the expression of a first step in deskilling of machining work.

The lathes, becoming more and more precise, subsequently resulted in the disappearance of trades workers as category of manufacturing workers. At the same time, specialized towers were built.

They may have been driven by workers whose learning time is even shorter than driving a universal lathe. Also, the workers of the universal lathe are have become, relative to other manufacturing workers, the most qualified, although they themselves are unqualified compared to trades workers, and they obtained the official qualification to better reflect this new situation: they are currently P2 or P3, whereas before 1914 they were maneuvers. This is how at Régie Renault, many Oses have been promoted to "professional" since 1972, and many "Professionals", technical agents, even technicians since 1973 and therefore now belong to the second college, the college ETAM [employees, technicians, supervisors]<sup>1</sup>.

### **performance pay and time control :**

Taylor is well aware of the stupefying and alienating character of the work thus offered to the worker: "But now we must say that one of The first characteristics of aman who is capable of doing the job of a pig iron handler is that he is so unintelligent and so phlegmatic that he can be compared, in terms of his mental attitude, more like an ox than anything else. The man with a quick wit and intelligent is, for this very reason, unfit for this profession due to the terrible monotony of such a task. " (TAYLOR, 1911). The only motivation for such work can therefore only be money.

---

<sup>1</sup>Michel FREYSSENET, the capitalist division of labor, France ,edition Savelli, 1977, p50.

For this reason, the incentive wage is required: for each task corresponds a execution time; the chronometer then determines the worker's remuneration by deviation from the reference time ("bonus" system). Pay for performance therefore makes it possible to combat downtime, whether it results from poor organization or the spontaneous tendency of workers to choose their own pace

### **3.3.2 Mayo: the human relations movement**

By following the principles of scientific management, managers realized that this system did not achieve optimum efficiency, they found that people did not conform to predicted patterns of behaviors. that led to increase in interest in the 'people' aspect of organizations.

Several theorists tried to understand the workplace psychology. among them, professor ELTON MAYO conducted experiments to ascertain and record human behavior within organizations. the study conducted by him and his colleagues at western electric Hawthorne plant in the USA –also known as Hawthorne Experiment – revealed that the most significant factors in optimizing productivity were related to :

- Workers being organized in small social groups
- Workers feeling important through participation
- Workers having some freedom from strict supervision

Though this study was production-based research, the findings and conclusions of this study can be related to other departments, for example, the HR manager can :

- Organize the layout of the workplace to allow social interaction among staff
- Allow staff some sort of participation in departmental decision making
- Allow staff to organize their own priorities and activities within the framework of overall direction.<sup>1</sup>

### **3.3.3 Maslow : The Hierarchy of Human Needs:**

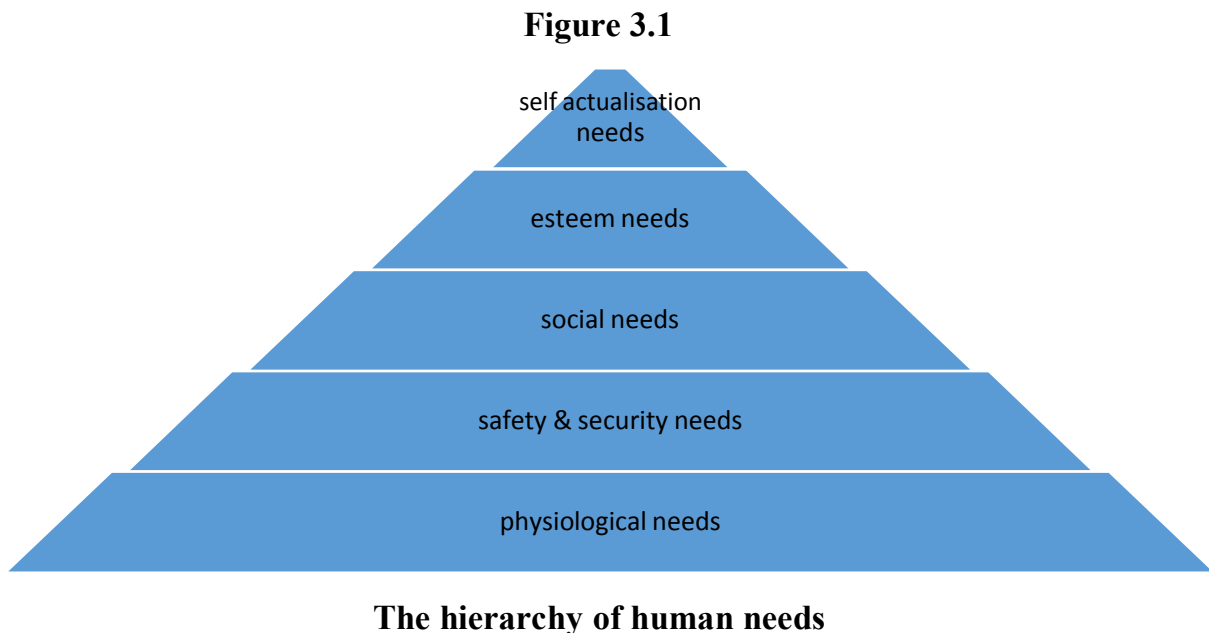
Abraham Maslow proposed that there is a 'Hierarchy' or scales of human needs which must be satisfied. some of these needs are more powerful than others. Maslow argues that until these most powerful needs are satisfied, other needs have little effect on an individual's behavior. in other words, we satisfy the most powerful needs first

---

<sup>1</sup>Braverman, Harry. travail et capitalisme monopoliste, paris, edition maspero, 1976, p99.

and then progress to the less powerful ones .as one need is satisfied ,and is therefore less important to us ,other needs come up and become motivators of our behavior .

Maslow represent hierarchy of needs in the shape of a pyramid .the most powerful needs are shown at the bottom ,with powerful ones decreasing as people progress upwards :



Source :Braverman ,Harry. Travail et capitalisme monopoliste,paris,edition maspero,1976

- Physiological needs : these include all the basic needs such as food ,clothing ,shelter and rest
- Safety and security needs : people want a safe and organized environment ,they want physician safety and psychological security
- Social needs : generally ,people prefer to live and work in groups which are often larger than their families .they want to be accepted and be part of something .
- Esteem needs: people want respect from others ,and to achieve status in the workgroup.
- Self-actualization needs : at this stage ,people want to reach their maximum potential ,and like doing their own best thing

An important aspect of Maslow ‘s theory is that it provides for constant growth of the individual .there is no point at which everything has been achieved .having

satisfied the lower needs , one is always striving to do things to the best of the one's ability ,and best is always defined as being slightly better than before<sup>1</sup>.

### 3.3.4 Herzberg :Motivation Hygiene or bi Factorial Theory

Frederick Herzberg argued that certain factors lead to job satisfaction while others lead to dissatisfaction. He identified these as “Motivators” and “Hygiene” factors respectively<sup>2</sup>

- Motivators : according to Herzberg ,typical job motivators are :
  - \_ the degree of career achievement
  - \_ the intellectual challenge of work
  - \_ recognition by others as being successful
  - \_ the actual value of the work
  - \_ the actual level of job responsibility
  - \_ the opportunity for promotion
- Hygiene factors :they were identified as :
  - \_ the restriction of management policies and procedures
  - \_ technical/administrative aspects of supervision
  - \_ salary structures
  - \_ job conditions
  - \_ relationship with managers
  - \_ work environment

Herzberg's motivation-hygiene theory is generally well-received by practicing managers because of its relatively simple distinction between factors inducing job satisfaction or those causing reduced job satisfaction

### 3.3.5 McGregor : theory X and theory Y

Douglas McGregor advocated that there are two extremes of management attitude towards employees in the workplace, and these have a strong influence on the level of employee motivation.

- **Theory X** :characteristic assumptions of managers behaving in this “mode” are :

---

<sup>1</sup> MASLOW A.H., Motivation and Personality, Harper and Row, New York, 1954, p 369.

<sup>2</sup> HERZBERG F. MAUSNER B. & SNYDERMAN B.B., The Motivation to Work, John Wiley & Sons, New York, 1959, p157.

- \_ The average person is basically lazy and dislikes work
- \_ people at work need to be forced ,controlled ,directed and threatened
- \_ the average person avoids responsibility and prefers to be directed .

McGregor states that this style of management is no longer suitable in the modern organizational setting

- **Theory Y** : characteristic assumptions of managers behaving in this “mode” are :

- \_ work is as natural as recreation and rest
- \_ people will exercise “self-direction and control” to achieve objectives to which they are committed
- \_ commitment to objectives is related to the satisfaction of achievement
- \_ if the conditions are right ,the average person at work will seek and accept responsibility In a way ,Theory Y is related to what we nowadays call ‘participative management ‘.Theory Y principles are now generally recognized as being more likely to achieve optimal employees performance .
- \_ And here we can see that the aspect of Motivation is appearing strongly in the theories and its considered as one of the main factors to satisfied needs of both employers and employees .

### 3.3.6 Alderfer: ERGtheory :

Alderfer's (1972) ERG (Existence Relatedness Grow) theory has been studied primarily in the world of work. Alderfer's work is largely inspired by that of Maslow (1954) and he goes so far as to provide a correspondence between the three basic needs he proposes and Maslow's hierarchy of needs. For Alderfer, the three needs, which they consider to be at the basis of behavior, are innate although he does not establish precisely how they can be linked to the biological substrate. In the context of the integrative model of motivation, it is therefore a question of psychological needs at least for two of them.

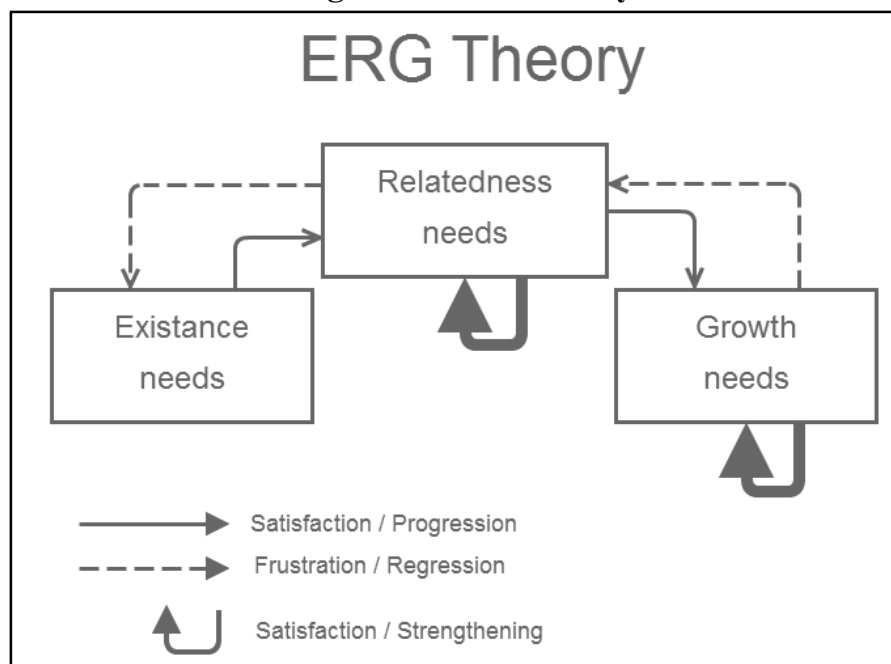
For Alderfer, two notions are consubstantial with all needs: desires and satisfactions. In other words, each need can be explained or explained in terms of wants or satisfactions.

Among the needs of existence (Alderfer speaks rather of category of needs), refers to physiological needs such as hunger or thirst. Alderfer's conception at this level is completely comparable to that of Hull (1943). Indeed, the purpose of existence is to maintain the various homeostatic balances that are essential for survival.

The needs of social relations ("relatedness") are part of the framework of interpersonal relationships. Alderfer speaks at this level of relationship with significant individuals who may belong to different types of groups like family, superiors, co-workers, subordinates, friends and enemies, etc. The common point of social relationship needs is that they can only be satisfied through concerted action with others. Acceptance, confirmation, understanding, influence are elements that are part of the relationship process.

The growth needs direct the individual towards the creation of effects on himself or on his environment. The satisfaction of these needs comes from the implementation of individual capacities when a problem arises and may therefore require the development of additional skills. The satisfaction of this need depends on the possibilities which individuals may have to be able to use the full extent of their competence and also to be able to increase them.<sup>1</sup>

**Figure 3.2 ERG theory**



Source: AGUILAR Michael, l'art de motiver, Paris, Edition Dunod, 2009

<sup>1</sup>AGUILAR Michael, l'art de motiver, Paris, Edition Dunod, 2009

### 3.3.7 Stacey Adam: theory of fairness

The theory of fairness proposed by Adams (1963) is inspired by Festinger (1957)'s theory of dissonance. For her, the worker will constantly compare the different conditions of his employment with those of other individuals. This comparison can lead to the finding of dissonance. This conclusion will generate a source of tension that the individual will seek to reduce according to the possibilities offered by the situation.

Two experiments by Adams & Rosenbaum (1962) provide a better understanding of the different impacts of equity.

In the first study, the authors compared two groups of subjects. Students from New York University were hired by the employment service for part-time work in which they had to conduct interviews for a demographic survey. The students first had to complete a questionnaire concerning their training and professional experience. Secondly, the employer told some of the students that they did not have the necessary qualifications to conduct the interviews. However, after a fictitious phone call in their presence, the employer resigned to hiring them. The other part of the students did not go through this stage of directing. On the contrary, the employer was telling them that they had the level of qualification required for the job.

Employment began with a trial period of 2.5 hours, after which the number of interviews was counted. The results showed that the so-called "underqualified" group conducted significantly more interviews than the other group.

In the second experiment, the protocol was the same except for the mode of remuneration.

In the first two groups, subjects were all paid by the hour while in the other two groups, subjects were paid by the piece. One of the two groups of each mode of remuneration is "underqualified" with the same experimental procedure. This time around, the results showed that when the pay was on time, subjects in the "underqualified" group produced more interviews. On the other hand, when the wage was piecework, they tended to do less. For equity theory, in the first case, subjects provide more interviews to compensate for their under qualification and therefore to be fairly paid compared to other individuals; on the other hand, in the second case, the

fact of being paid less is considered more equitable (always according to the initial level).

For Adams, the motivation that comes from feeling unfair comes from analyzing a situation. The individual will seek to reduce the feeling of injustice he perceives in the situation. Roussel (1996) presents the conception of Adams (1963) in the form of the following ratios:<sup>1</sup>

$$\text{Personal ratio} = A_p / C_p$$

$A_p$  = Benefits (A) obtained by the person (p) from his job

$C_p$  = Contributions (C) given by person (p) to their work organization.

He also uses a second ratio, this time applied to others:

$$\text{Ratio to others} = A_a / C_a$$

$A_a$  = Benefits (A) taken from their job by other people (a) taken as a benchmark

$C_a$  = Contribution (C) given by other people (a) taken as benchmarks to their work organization.

The individual will use these two ratios in each situation to estimate the fairness or inequity of the latter:

$$\text{Personal ratio} = \text{Ratio to others then Equity}$$

$$\text{Personal ratio} < \text{Ratio to others then negative inequity}$$

$$\text{Personal ratio} > \text{Ratio to others then positive inequity}$$

When the two ratios are equivalent, the situation is considered fair and does not produce any motivation. When the personal ratio is lower, inequity will push, for example, the individual to make less effort if he unfairly considers himself less remunerated than others.

Conversely, when the personal ratio is greater than the ratio of others, the individual will try to rebalance the situation by making less effort or by playing on other characteristics of the environment or activity.<sup>2</sup>

### 3.3.8 Victor Vroom's expectancy theory :

The author assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Together

<sup>1</sup> PARADIS D., 2012, Performance et motivation au travail : une dynamique cyclique?, M.Sc. en psychologie option du travail et des organisations, Faculté des arts et des sciences, Montréal.

<sup>2</sup> Don hellriegel,jhon w.slocum,Management des organization,2eme edition de boeck,Bruxelles,2006

with Edward Lawler and Lyman Porter, Victor Vroom suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individuals factors such as personality, skills, knowledge, experience and abilities.

The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:

- here is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

The theory is based upon the following beliefs:

❖ **Valence**

Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employees value.

❖ **Expectancy**

Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.

❖ **Instrumentality**

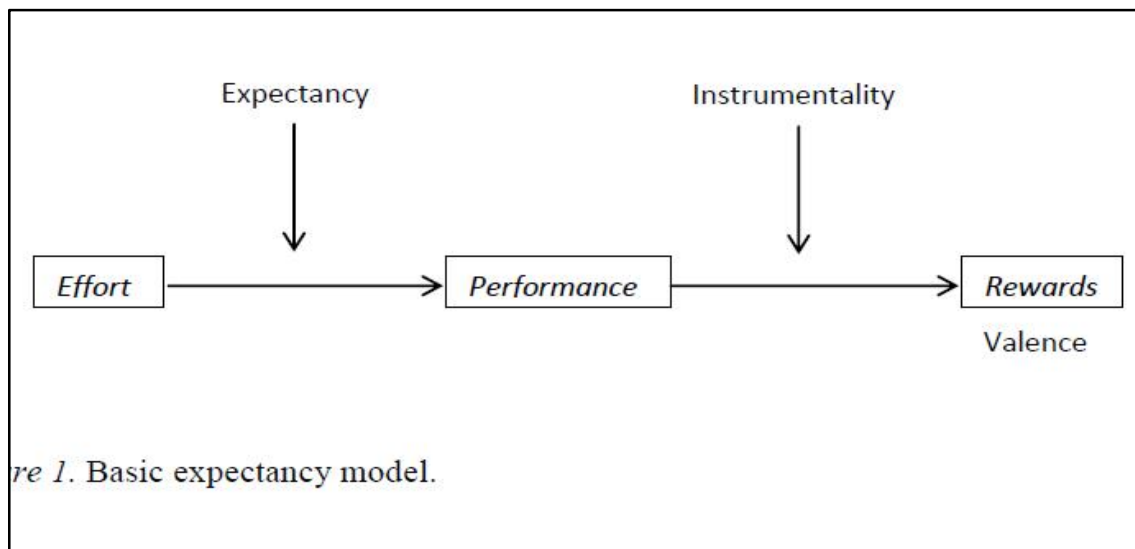
The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.<sup>1</sup>

---

<sup>1</sup> Victor H.Vroom ,work and motivation , edition Jossey-bass,USA,1964

Figure 3.3 : expectancy theory



Source : Victor H.Vroom ,work and motivation , edition Jossey-bass,USA,1964

### 3.3.9 Edwin Locke :The Theory of Goal Setting Based on the Work

To the question "how to motivate the individual? ",Edwin Locke (1968)'s response is famous:" in setting him goals ”.

\_First a set of techniques, this idea has become a theory. This theory reverses the approach traditional concept of motivation theories. Rather than go out of the ways scheduling and organizing processes to achieve goals, Locke starts from objectives and thinks about the stimuli that will allow the achievement of these objectives. Locke relies on the assumption that individuals set conscious goals for themselves and are trying to achieve. This goal setting would involve cognitive, affective, motivational, behavioral...

The explicit goal is no longer to understand "why the individual is acting? ", But the search for " how to control the action of the individual? ".If we start from the objectives of the organization and think about the stimuli allowing individuals to achieve this, considering that individuals set goals for themselves that they seek to achieve, then it is about finding a way to align the goals of individuals with those of the organization. We would thus rely on the natural springs of the individual, with efficiency which would be increased.

\_Locke et al. (1981) indicate that the most important thing seems to them to set a direction, to set a course for collective action, by defining the nature of the work to be accomplished, quantitatively and qualitatively.

For this goal setting to be as effective as possible, five conditions must be met: subordinates must accept the objectives set for them, on the basis of an accurate and properly communicated information; it is even essential that there be employee membership and be involved in the project, subordinates must feel able to achieve the objectives set, specific goal setting programs need to be put in place throughout the mission, relying on effective and sustained middle management, milestones or regular returns must also be put in place so that subordinates regularly know where they stand and adjust their efforts, you have to give real rewards after achieving a major goal.

- How to best set the objectives, according to this approach?

The content of the objective should be a clear specification of what is expected of subordinates. The rule for measuring performance also needs to be clarified. It is also necessary to specify the time assigned and expected performance levels. The objective breaks down into two attributes: content (what variety of tasks, how long, how difficult ...) and intensity (how long does it take to develop goals and action plans for each of them). For the individual to motivate himself at best, the objectives must present a real challenge for the person concerned, without making them seem impossible either.

### **3.3.10 Albert Bandura: theory of self-efficacy**

Following on from Locke's work, Albert Bandura and his teams propose a theory of cognitive social (TSC) based on two components of an individual's representations that underlie motivational processes: the feeling of personal efficiency (i.e. the perception and assessment by the individual of his skills and the means at his disposal and his ability to use these skills and means to achieve the objectives set), and the expectation result (that is to say the belief that the individual has in the existence of a causal link linking certain behaviors that he could adopt and the achievement of the set objectives).

To explain the difference in perception between this feeling of personal effectiveness and the expectation, Bandura introduces the concept of self-efficacy. Self-efficacy is based on the conviction that an individual is capable of carrying out actions necessary to achieve a goal he has set for himself. This sense of self-efficacy that an individual is divided into two feelings: a feeling of efficiency or competence (am I able to carry out this or that action?) and a feeling of the value of the result (the actions that I have carried out will they produce the desired results?).

The individual will determine by experience, observation and mimicry the actions he considers as effective (modeling from a model) as well as the behaviors that he believes to be the more appropriate to achieve the goal he set for himself.

The whole point of the self-efficacy theory then lies in looking for techniques that allow to align individual goals with those of the company. In addition to good practices already identified by other theories by setting objectives, the TSC thus gives as main "Objective" for supervisors to create contexts allowing subordinates to feel confident in their ability to perform their tasks.

The success of a given mission (not too easy, not too complicated) should nourish the confidence that the individual has in his abilities to achieve the missions entrusted to it and encourage it to continue its efforts. Feedbacks and recognition from professional entourage can also strengthen this dynamic positive.

### **3.3.11 Forest Mageau : The theory of self-determination**

The theory of self-determination is one of the most recent and successful theory of motivation. It is interested in all areas of human activity in which motivation could come into play, including that of work.

This theory is based on a multidimensional vision of motivation (Forest Mageau (2008)).

It is interested in its intensity (such as the theory of expectations or goals) and its sources (like the theories of needs), it integrates intrinsic and extrinsic motivation within the same model.

The theory of self-determination (or TAD) will first be based on a clarification of the concepts and definitions and on establishing a segmentation of different types of motivation. The fundamental assumption of this theory is that individuals will all more

or less have the need to feel self-determined, and that this need to feel self-determined will be the source essential to their so-called "intrinsic" motivation. In order to feel self-determined, the individual must have the impression that he is at the origin of his behavior and that he was able to freely choose the latter. In the workplace, if the individual feels that his work context supports his autonomy, allows him to make choices, then the feeling of self-determination generated would increase and strengthen intrinsic motivation.

It will then be of an "autonomous" source of motivation. If, on the contrary, he has the impression that it is the environment or external factors that guide his choice, then he will no longer feel self-determined, and the possible motivational influence will play on a more extrinsic motivation, a "controlled" motivation (determined from the outside) .

On this principle, different scales for measuring motivation have been built, offering various rungs between a fully intrinsic motivation and a fully extrinsic motivation. The use of these scales should thus make it possible to better identify the profile or the spring motivations of individuals or groups of individuals and to better understand why they act. For the promoters of this theory, the greater the feeling of self-determination, the stronger will be the effects of this impression on his motivation. The practical consequences of this approach for the manager are very simple: for him it is a question of creating a working context or situations that will give the subordinate the feeling that he is autonomous and responsible for his behavior, that he is free to choose. It is about giving a feeling of autonomy. But for this feeling to be given effectively, it must be internalized by the individual. That he has the feeling that it is coming from him.

The work around TAD has so far identified three psychological needs that must be satisfied for optimal functioning at work: autonomy ("feeling free to initiate and regulate their own behavior in addition to acting in accordance with their values" (Forest and Mageau, 20089), competence ("to feel effective in achieving your goals") and social affiliation ("having enriching social contacts, feeling that you belong to a group").<sup>1</sup>

---

<sup>1</sup> <https://selfdeterminationtheory.org/theory> (28/03/2021 at 8pm)

### 3.3.12 Different generations of motivation theories :

**The first generation of motivation theories** therefore deals with the why of human motivation. These theories seek to create a framework, a working environment that gives individuals the ingredients to enable them to be motivated. If I understand why people act and provide them with what they act for, then they will be more motivated and more successful.

By taking up views from the perspective of motivation different works of the school of human relations already presented, the goal of the first generation of motivation theories is to create a work environment that promotes the motivation of individuals: by best satisfying the needs of individuals (by relying, among other things, on the pyramid by Abraham Maslow) , by establishing a participatory supervision system in which supervisors give their opinions on the work carried out (following the recommendations of Rensis Lickert, especially), by enriching tasks (and here we find a fundamental idea resulting from research conducted by Frederick Herzberg).

Note that the motivation "generated" by the theories of the first generation is not directly oriented by the process of stimulating motivation but by the organization itself, which will be structured to capture and direct this increase in motivation towards a work effort. Human needs are discerned; by responding to the motivation of individuals can grow; but it is the organization of work as such that directs this motivation towards the work task to be performed.

**Second generation of motivation theory:** "how to attract, push or pull employees on the path to expected work? "Then, after this question to meet needs, the question arose more clearly "How can I directly encourage my employees to work more and better? How can I chart the route I want them to take? How to attract them, push them or pull them on the way to work expected? »The answers explored by the theories of motivation of second generation consist of stimulating individuals. To give them reasons to go here rather than there, shaking sticks and carrots to the right or left to make them advance in the directions and at the expected speed. One of the first foundations of a motivating stimulation-reward mechanism, individuals would be organizational justice. By assuring the individual that they will be treated fairly and that his efforts will be fairly rewarded, within a just system, we would contribute to

make the individual want to invest in their work in order to seek the promised rewards or to avoid sanctions whose risk is known.

Two other major theories of motivation have sought to systematize a framework stimulating the desire of the individual to do the job expected of him: the theory of expectations and the theory of goal setting.

**Third generation of motivation theory:** "How can I internalize my subordinates as a source of internal motivation the missions of my organization? "Already premised in Locke's work, the third generation of motivational work is based on a question: how can I internalize my subordinates as a source of internal motivation the missions of my organization? The answer is to seek to self-stimulate individuals. It will implicitly be about manipulating directly to the individual, relying more and more on intimate facets of his personality to expect him to use his freedom on his own to decide to submit to an order social, that he decides for himself to work more and better, to go in the direction that is expected of him to take.

Two major theories of motivation are particularly relevant to this dynamic: the theory of self-efficacy and that of self-determination. Their project is to encourage the individual to choose freely to work as expected, without feeling compelled to do so; we are talking of "voluntary submission".

## Section 4 :Characteristics , typologies and sources of motivation

### 4.1 characteristics of motivation

Psychologists agree on the characteristics of motivation and distinguish four constituent elements of this construct:

- **"The triggering of behavior**

It is the transition between the absence of activity and the performance of tasks that require physical, intellectual or mental energy. Motivation provides the energy to perform the behavior.

- **The direction of behavior**

Motivation directs behavior in the right direction, that is, towards the goals to be achieved. It is the driving force that guides the energy necessary to achieve the objectives to be achieved, the efforts to do the expected work well.

- **The intensity of the behavior**

Motivation encourages people to spend the energy corresponding to the objectives to be achieved. It is reflected in the level of physical, intellectual and mental efforts in work.

- **The persistence of the behavior**

Motivation encourages spending the energy necessary to achieve goals regularly and perform tasks frequently to achieve one or more goals. Persistence of behavior manifests itself in the continuity of leadership characteristics and motivation intensity over time. <sup>1</sup>

### 4.2 Typology of motivation at work

We distinguish four types of motivation at work which are as follows:

- **The final motivation**

Final motivation can be defined as the energy that an actor derives from the result that he aims, because the finality can bring him advantages. The individual is very interested in the goal himself and he pushes him to act and take action. For him, only the result is more important.

---

<sup>1</sup>ROUSSEL P «La motivation au travail - concept et théories », Les notes du Lirhe n°326, octobre 2000, p4

- **Survival motivation**

The motivation for survival is that which presides over acts without which no other act would be possible; it is about survival above all. In this regard, the case of an individual in a situation trial or probationary period in the Civil Service, is perhaps an appropriate example. What worries this agent, maintained, is to pass his test or his internship and keep his employment.

- **Obsessive motivation**

This is the endogenous and radical final motivation. She is the one who idealizes, leads to all sacrifices and “move the mountains”. The goal is the main thing, but becomes an obsession daily.

This is the situation where the individual is so passionate about the result at such a price that the end would justify the means.

This classification does not claim that these different types of motivation exist in a pure state in people, each individual chooses a motivation according to his situation. But all kinds of motivation exist in the individual and thus create conflicts within the latter itself and also within companies. However, according to those who developed this classification of motivation, although all forms of motivation are good, this does not change the fact that the two main forms remain the final motivations and instrumental.

### **4.3 Sources of motivation**

There are two sources of motivation:

- ✓ **Intrinsic motivation**

Intrinsic motivation comes from within the individual, it is defined as carrying out an activity for pleasure and satisfaction.

That is to say the execution of an activity voluntarily, When a person is intrinsically motivated, she is driven to act for the pleasure or the challenge of activity rather than encouragement, avoidance of feelings of guilt or external awards<sup>1</sup>.

---

<sup>1</sup> RYAN et DECI « Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions », Contemporary Educational Psychology 25, 54–67, 2000, p 56.

### ✓ Extrinsic motivation

Extrinsic motivation, unlike intrinsic motivation, comes from outside of the individual, we say that the individual is extrinsically motivated when he performs an activity in order to obtain a separable result or a consequence that is outside the activity even. There are various types of extrinsic motivation, some represent active states among employees, while others represent impoverished forms of motivation.

The extrinsic motivation may vary depending on its degree of autonomy; an employee can perform a task for fear of being punished or fired, or The employee may carry out an activity because this activity will give rise to a promotion, a bonus, or increase in the future<sup>1</sup>

### Section 5 : Motivation strategies :

To a large extent , a high level of employee motivation is derived from effective management practices .to develop motivated employees ,HR manager should ensure that HR personnel as well as other departmental managers must do the following :

- **Empowering employees:** empowerment occurs when individuals in an organization are give, autonomy, authority ,trust and encouragement to accomplish a task .empowerment is designed to unshackle the worker and to make a job the worker's responsibility .
- **Providing an effective reward system:** to motivate behavior, the organization needs to provide an effective reward system .rewards demonstrate to employees that their behavior is appropriate and should be repeated . if employees don't feel that their work is valued ,their motivation will decline . Common examples are pay bonuses ,promotions ,time-off ,special assignments ,office fixtures ,awards ,verbal praise... etc.
- **Redesigning jobs :** many people go to work and go through the same ,unenthusiastic actions to perform their jobs .these individuals often refer to this condition as burnout .but smart managers can do something to improve this condition before an employee gets bored and loses motivation .redesign attempts may include the following :

<sup>1</sup> RYAN et DECI « Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions », Contemporary Educational Psychology 25, 54–67, 2000, p 56.

Job enlargement: it increases the variety of tasks a job includes .it may reduce some of the monotony,and as an employee's boredom decreases , his work performance generally increase .

job rotation : this practice assigns different jobs or tasks to different people on a temporary basis .the idea is to add variety and to expose people to the dependence that one job has on other jobs .job rotation can encourage higher levels of contributions and renew interest and enthusiasm . the organization benefits from a cross-trained workforce.

Job enrichment : this application includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority .if the skills required to do the job are skills that match the jobholder's abilities ,job enrichment may improve morale and performance.

- **Creating flexibility** : today's employees value personal time .because of family needs ,a traditional 9 to 5 working hours may not work for many people .therefore ,for some categories of employees 'flexi time' –which permits employees to set and control their own work hours.

It is one way that organizations are accommodating their employee's needs , e.g marketing personnel .

**Chapter II**  
**From motivated**  
**individual behavior to**  
**company 's performance**

## ChapterII From motivated individual behavior to company 's performance

---

### Introduction:

Motivation is very important in any business. Employees tend to work better and more efficiently if they are motivated. There is therefore a link between motivation and increased performance according to [lumberg and Pringle\(1982\)](#); [Korman\(1977\)](#); [Lu da\(1994\)](#); [Vroom\(1964\)](#)).

Motivation is thus essential in project teams, because it allows members to work harder and thus the end result of the project is of better quality. In this sense, because motivation can inspire, encourage and stimulate individuals to achieve common goals through teamwork, it is in the interest of the project manager to see to the creation and maintenance of an environment motivating for all team members.

Human resources are therefore important assets for organizations. Without human resources, the organization is not able to achieve its objectives ([Paul & Susan, 1996](#)). Therefore, more and more companies seem to attach great importance to human resource management. In this regard, one of the goals of organizations is that the individual can fully demonstrate his productivity, so as to increase performance ([Robbins, 1993](#)). The relationship between motivation and performance is particularly part of this reflection on human resources management favorable to organizations.

In fact, even seeing the effectiveness of a motivational strategy is not a simple process that can escape theoretical reflection. Effective on what? To question validly, you have to be able to specify what you are trying to achieve ("performance"), and also, know the determinants of performance that do not fall within the motivational sphere. A great deal of work and hundreds of publications have been devoted to the measurement of aptitudes, to the description of the personality, to the nature of interests, but the structure and content of "performances" have left psychologists relatively indifferent. Yet this is what they seek to predict, when it comes to selection, or to measure when they want to describe the effects of a management method.

Campbell recently offered a description of performance and its determinants. Performance is essentially made up of a series of behaviors and activities, performed by the members of any organization and closely dependent on the objectives of that organization .But two points make performance a difficult variable to analyze:

- Any workstation is complex and includes many different performances;

## ChapterII From motivated individual behavior to company 's performance

---

-The behaviors and activities that compose it are not always directly observable.

Thus the work of the engineer requires that many activities be implemented to fulfill the missions assigned to him. He will use, for example, his cognitive abilities to solve complex equations; but we will only be able to judge the result, namely, the solution produced and its effectiveness in relation to the objectives defined by the organization.

We must therefore distinguish the nature of a performance from the value of its results for the organization, and take into account the fact that a voluntary activity that achieves its goals may not be the one desired by the organization. Let's come back to what determines performance.

Campbell proposes to distinguish three groups of determinants: declarative knowledge, procedural knowledge and motivation. Beyond the vocabulary that may seem barbaric, what is it? To differentiate what we call "knowledge", "skills" and "motivation".

Knowledge, or declarative knowledge, concerns all the knowledge necessary to accomplish a given task, for example, knowledge of foreign languages, mechanics, law ...etc.

This knowledge is said to be declarative because it can be the object of written presentations, even manuals. This is not the case with procedural knowledge which concerns know-how, and controls cognitive activity, psychomotor activity, interpersonal relationships as well as the ability to manage oneself. These are lessons learned, which can be used when circumstances require, but which lend themselves more to demonstrations than lectures or manuals.

In other words, being motivated is essentially having a goal, deciding to make an effort to achieve it and persevere in that effort until the goal is reached.

### **Section 01: what is performance?**

Today, our era is marked by globalization and hyper competition. This is as well as the notion of performance takes on its full meaning. This concept is regularly used right now, you have to perform well in all areas. Its meaning is reinforced when we talk about business performance, in fact, this is the primary objective of business. We will see that according to the authors the performance is linked to different modalities.

### 1.1 Definition of performance related to management methods:

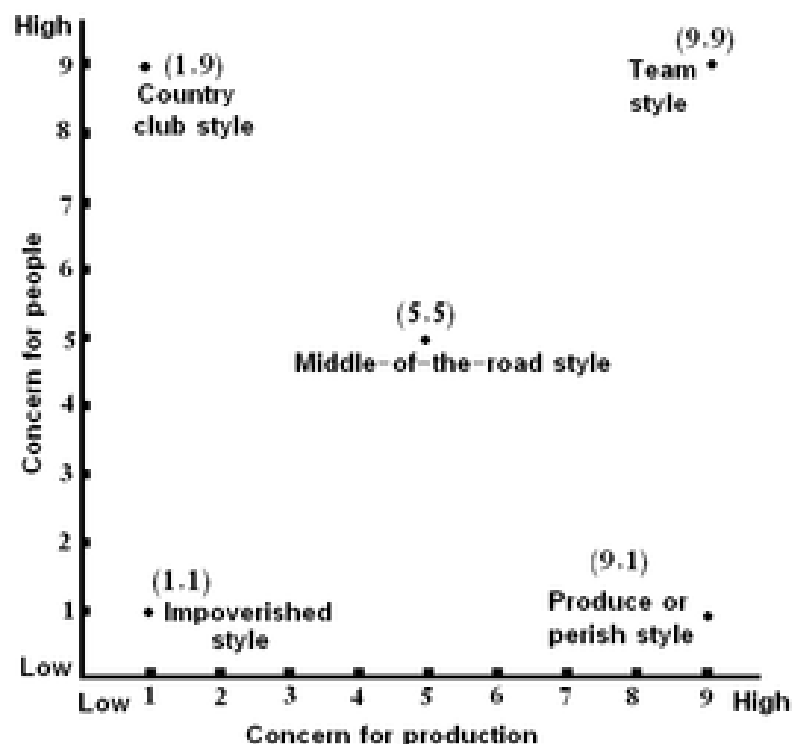
According to Patrick GILBERT and Marina CHARPENTIER: "Performance designates achievement of organizational objectives, regardless of the nature and variety of these Goals. Performance is multidimensional, like organizational goals; it is subjective and depends on the referents chosen."<sup>1</sup>

Indeed, the performance of a company refers to the behavior of the manager and more generally to management methods, it is for this reason that we say that performance is subjective.

BLAKE and MOUTON (1960) produced a managerial grid in line with in a current of thought called situational. It is a behaviorist approach seeking not to analyze the personality traits of managers but their behaviors and styles driving.

This managerial grid distinguishes five characteristic styles of managers that we can see the diagram below.

Figure 1.1 : the managerial grid



Source : Emmanuel Maire&Matthieu Dubost, the keys to performance , Edition Demos, 2004

<sup>1</sup>Claude LEVY-LEBOYER, La motivation dans les entreprises, Edition d'Organisation, 1998

We will explain each of the styles appearing in this managerial grid:

- **The improvised style (1,1)** is characterized by a non-existent manager, fleeing responsibilities and troubles.
- **The Social or Country club style** (with reference to the importance given to friendliness in this management style) (1, 9) describes a manager who lends a lot of attention to the safety and comfort of its employees, favoring a good atmosphere for labor, sometimes to the detriment of production.
- **The Autocrat style (9.1)** depicts a manager who pressurizes his team and does not only concern himself with results.
- **The Integrator style (9,9)** represents a balanced manager, encouraging and helping his team in pursuit of the objectives set.
- **The Institutional style (5.5)** is characterized by a manager who gives a certain importance to its staff and production and which aims for a level of performance acceptable.

This managerial grid distinguishes two important dimensions:

1. Managers with a behavior oriented towards the task and productivity. they have for central concern, the achievement of objectives. He favors efficiency to the detriment of relationships.
2. Managers with behavior oriented towards relations between employees. The manager is concerned with the social climate and seeks to maintain good relations of teamwork.<sup>1</sup>

### 1.2 Forms of Organizational performance :

it can take several forms, including the following:

**1) The economic form:** it is the picture approved by the two managers, so that it takes the following forms:

- The degree of achievement of objectives.
- The institution's position in the sector of activity from the competitive angle and its development.
- The quality of products and services provided by the institution.

---

<sup>1</sup>George ARCHIER, Les leviers de la réussite, Edition InterEdition, 1991

**2) The social form:** It is the image that is adopted by the procedure in the institution, as actors and not only as production factors, and this image takes the following forms:

- The social climate in the institution.
- The nature of the social relations existing within the institution.
- Social activities of the institution.

**3) The organizational form:** it is related to the organizational structure of the institution and can take the following forms:

- Respecting the formal structure: which is considered the will of the general administration of the institution to define the parameters of the existing organization, which differ in the actual structure, which is the result of an interaction between the formal structure and the informal relations that arise within the institution.
- Relationships between interests, given that each interest has its own way of working, and its own goals, and achieving these partial goals can lead to the emergence of organizational conflicts.
- The quality of information transmission, horizontal or vertical, embodies the process of coordination between the parts of the organizational structure.
- Flexibility of the structure, which means the ability of the organizational structure to change to adapt to the constraints of the external environment, including the possibility of controlling them.

### **1.3 Standards and ratios for measuring organizational performance :**

**1) General effectiveness:** It is represented in the set of opinions and judgments obtained from experts, specialists and those who are related to the institution.

**2) Productivity:** It is represented in the volume of production or services provided by the institution, and it is measured at the individual or collective level for each organizational unit of the same institution or in institutions that are similar in activity.

**3) Comparison** of productivity or costs between organizational units of the same institution or institutions of similar activity.

**4) Profitability:** It is the amount of revenue from sales after deducting costs.

## ChapterII From motivated individual behavior to company 's performance

---

**5) Quality:** It is related to the products or services that the institution provides to customers.

**6) Work accidents:** These are measured by the extent of their recurrence, the time it takes to disrupt, and the material and human losses that result from it.

**7) Growth:** It is defined by the volume of employment or the maximum production capacity of the enterprise, the volume of sales, and the number of innovations.

**8) Absenteeism rate:** which refers to absence from work without justification.

**9) Work turnover:** It refers to the number of individuals who have given up their job positions of their own volition, which leads to job instability.

**10) Job satisfaction:** It is measured by the high morale of the worker by virtue of the appropriate organizational climate.

**11) Motivation:** It is represented in the degree of readiness of the individual and his effective contribution to achieving the set goals.

**12) Morale:** is related to the group and is represented in the group's understanding of the institution's standards and the extent to which they feel attested.

**13) Control:** which allows controlling and directing the behavior of individuals towards achieving the set goals.

**14) Achieving coherence and reducing conflicts** through achieving cooperation in coordination and designing an effective communication network.

**15) Flexibility and adaptation:** which means the possibility of assimilating the changes that occur at the level of the environment by reformulating the established objectives in accordance with the new circumstances.

**16) The degree of stability** that characterizes the institution and its ability to see the future in the present through the planning process.

**17) Integration and compatibility** between the objectives of the institution and the objectives of the individuals working in it through the planning process.

**18) The institution enjoys legitimacy and acceptance** by society through the prevailing values and culture, and its consistency with the values of society.

**19) Practical skills for managers:** which allow achieving positive interaction between the various inputs.

## ChapterII From motivated individual behavior to company 's performance

---

**20) Congruence in roles and code of conduct**, which means the extent of agreement on a set of issues such as: delegation of authority, performance expectations...etc.

**21) The scientific skills** of the Organization Department that allow communication with the rest of the other institutions.

**22) Information and communication management**: which is related to the transfer of information between the various organizational units and the characteristics that must be available in the information of accuracy and clarity.

**23) Willingness** to achieve tangible goals.

**24) Take advantage of the environment**: through constant listening, proximity, and access to everything related to organizational effectiveness.

**25) External evaluation**: which is represented in the external parties' point of view and the evaluation judgments they issue by virtue of the interest that links them with the institution.

**26) Stability**: It is represented in the permanent readiness of the institution to maintain its functional stability, as well as to ensure the supply process with all its requirements, especially in the period of crises, "a safety stock for emergency response".

**27) Management cost**: which is represented in the development between the salaries and bonuses of the various elements of the workforce in exchange for the work they do.

**28) The extent of participation by members** of the institution in the decision-making process, especially those that are directly related.

**29) Training and development programs**: They represent the volume of effort expended in order to provide opportunities for the development of the human resources available to them.

**30) Focus on achievement**: These are the needs that the individual seeks to achieve, which constitute one of the main motivational elements.

Through this huge amount of criteria that was used to measure organizational effectiveness, it can be said that organizational effectiveness can be viewed differently, and also confirms that there is no agreement on a specific definition of it as well,

although those interested in organizational analysis consider it a starting point, but the existing studies do not refer to it directly, but with it in an implicit way<sup>1</sup>.

### 1.4. Organizational performance linked to the objectives set

Emmanuel MAIRE and Matthieu DUBOST in their book *The keys to performance* have defined the latter as "The requirement to achieve one's own ends. Once you've set your goal, it's about giving your best to achieve it. Be efficient, it is to carry out a project in such a way that you exceed the level where you were previously. In all cases, it is therefore a question of setting a valid goal and doing everything to reach it."

Indeed, for some authors, the performance of a company is directly linked to the nature of the objectives set for employees and not managerial style.

The objectives must be achievable, clear and precise and must be subject to monitoring and regular control.

A fundamental equation of performance has also been proposed by Emmanuel MAIRE and Matthieu DUBOST to better understand this notion:

$$\text{Performance} = \text{competence} \times \text{motivation} \times \text{determination of objectives}^2$$

Thus, performance is the result of the right combination of these different factors. After having defined the concepts of motivation and performance we will now be interested in the different theories of motivation at work.

### Section 2: Factors Affecting Organizational performance:

We can present a set of factors that have an impact in determining organizational effectiveness, but are not limited to the following<sup>3</sup>:

- The degree of specialization and assessment of work approved in the institution.
- Capital-intensive or labor-intensive production technology methods.
- The degree of compliance with the regulations and procedures that control organizational behaviour.
- Coordination at the vertical and horizontal levels.

---

<sup>1</sup> Bernard DIRIDOLLOU, *Manager son équipe au quotidien*, Edition Eyrolles (4ème édition), 2007

<sup>2</sup> Emmanuel MAIRE, Matthieu DUBOST, *the keys to performance*, Edition DEMOS, 2004

<sup>3</sup> PARADIS D., 2012, *Performance et motivation au travail : une dynamique cyclique?*, M.Sc. en psychologie option du travail et des organisations, Faculté des arts et des sciences, Montréal.

## **ChapterII From motivated individual behavior to company 's performance**

---

- Delegating authority in a balanced manner between the different organizational levels.
- Adoption of centralization and decentralization according to organizational needs without excessive or negligence, centralization is useful in everything that is strategic, and decentralization is useful in everything that is practical and routine.
- The philosophy of dealing with the external environment and the nature of the organization's self-control system in dealing with its mistakes during interaction with the external environment.
- The ability to adapt and respond to changes in the environment.
- Control and follow-up systems adopted in the form of penalty and punishment.
- Integrated communication networks as a corridor for the flow of information necessary for the various decisions taken.
- The ability to mobilize the available resources and the degree of rank that characterizes the institution, all these variables are not curiously related to organizational effectiveness by a causal relationship, and not accurately determining the degree of their impact makes it difficult to measure the degree of organizational effectiveness.

The process of trying to find criteria for measuring organizational effectiveness has received a great deal of interest from researchers and practitioners to organization and management, due to the absence of a comprehensive measurement philosophy. Therefore, the various factors affecting organizational effectiveness can be presented as follows

### **2.1 material incentives and their effects on organizational effectiveness**

#### **2.1.1 Positive material incentives and their effects on organizational effectiveness**

##### **1. Salary:**

Wages are the main source of income for many workers, and on it depends their ability to satisfy their needs and raise their standard of living. Food, clothing and housing, in addition to meeting the durable means of consumption (such as television, refrigerator, car, etc.), as well as per capita education and health.

Hence, it can be concluded that there is a relationship between wages and incomes obtained by workers, and between their standard of living and their moral condition,

## **ChapterII From motivated individual behavior to company 's performance**

---

because the wages they receive for their work will be transformed into basic materials, as the remaining wages mean the amount of goods and services that are purchased with cash, or rather with income. .

The decrease in income leads to the inability to satisfy all needs, and from it the living standards decrease and this leads to a decrease in the health level of workers, and this affects their performance, efficiency and effectiveness, so the quantity and quality of products decreases, the morale of workers decreases, and their desires to change the institution and search for institutions increase. It provides them with the best wages, and hence the inadequacy of the standard of living causes individuals to become anxious to meet the requirements of daily life, and this leads to feelings of frustration, less motivation of workers, more absenteeism, and less job satisfaction.

Accordingly, wages have a significant impact on the efficiency of the workers and thus reflect positively or negatively on the effectiveness of the organization.

An organization that aims to achieve high efficiency must establish an effective wage system to achieve high performance of workers and efficiency, provide quality and quantity production that guarantees the company obtaining a high percentage in the markets, and distinguishes the organization from others through the competitive advantage that it acquires.

In addition to increasing the loyalty of workers towards their institutions and raising their morale, thus achieving the objectives of the organization and achieving its organizational effectiveness.

### **2. Bonuses :**

The bonuses are considered as one of the factors that increase the effectiveness of individuals and improve their performance, and the bonuses are very important, as they are represented in those grants that are given to workers as a result of their individual and collective returns. High and growing enterprise.<sup>1</sup>

In addition, the bonuses have a direct impact on the satisfaction of workers within the enterprise, especially if these bonuses are granted to the workers on a logical and fair basis. They raise their morale and push the workers to increase and develop their skills within the enterprise. All this influence of the bonuses on the various criteria that

---

<sup>1</sup> LEWIN K., 1935, A dynamic theory of personality, éd McGraw-Hill, New-York.

## **ChapterII From motivated individual behavior to company 's performance**

---

determine organizational effectiveness makes The institution is effective whenever its bonus system is tight and fair, and vice versa if this system is not subject to fair and clear operational standards.

### **3. Profit Sharing:**

This participation is considered one of the most important ways to increase the association of workers with their institutions, and this is a result of workers feeling absolute loyalty to the institution through profit sharing, so that the desire to obtain these profits pushes them to increase production and reduce costs, by increasing performance and efficiency and reducing the rate of absenteeism. Sharing in profits generates in workers a sense of loyalty to the institution, activates teamwork, and raises the morale of workers, which achieves the general objectives of the institution, and thus ensures high organizational effectiveness.

### **4. Promotion:**

The promotion of workers within the facility motivates and motivates them to work and increases production and profitability in the institution, and works to increase the job satisfaction of the workers and raise their morale, and the workers make efforts in a work that they feel leads to their promotion, in addition to that the promotion increases the motivation of workers to do the work to the fullest, In addition to the discipline of workers to obtain promotions, avoiding negative incentives (penalties, warnings) that may deprive them of promotion.

in addition to the fact that the promotion works to motivate workers to increase and raise their capabilities and skills to occupy the highest positions, as well as generate for workers peace and psychological comfort, by ensuring workers to achieve gains. Self-realization and achieving a position within the organization, which generates stability and loyalty for them and thus effectiveness within the organization, and vice versa in the event that the institution does not adopt well-defined criteria in the promotion system and relies on personal relationships, this negatively affects the various criteria that control organizational effectiveness from production, profitability, quality and work accidents Growth, absenteeism, work turnover, job satisfaction, motivation and motivation, morale and control, integration and conflict reduction, among others.

## **ChapterII From motivated individual behavior to company 's performance**

---

Therefore, providing opportunities for promotion to all workers increases the effectiveness of the organization and works to achieve its goals.

### **2.1.2 Negative material incentives and their effects on organizational effectiveness**

Negative material incentives are the types of punishment and threats practiced by the organization to direct and change behavior towards achieving the goals and interests of the organization and ensuring its organizational effectiveness. These incentives are represented in deduction from wages, deprivation of bonuses, and denial of promotion and relegation to a lower degree of management, and up to the point of dismissal if it continues. The factor in deviation, and accordingly, negative material incentives are a concept that management resorts to to evaluate the behavior of individuals in order to achieve the effectiveness of the institution.

## **2.2 moral incentives and their effects on organizational effectiveness**

### **2.2.1: the social conditions within the organization and their effects on organizational effectiveness**

#### **1. Labor-management relations:**

The absence of problems and disputes between management and workers, that is, if the relations between these two parties are based on understanding and persuasion and not on coercion and coercion leads to a higher performance of workers, their effectiveness, loyalty and morale and an increase in their skills in them, meaning that workers feel the management's interest in them and their comfort and appreciation, as well as opens all channels of Communication between management and workers, allowing the achievement and unification of efforts between workers and management to effectively achieve the goals of the organization.

That is, there must be an atmosphere of trust, understanding and mutual respect between management and workers, in order to achieve goals efficiently, effectively and economically.

#### **2. Relationship and integration with colleagues :**

Relationships of fellowship and friendship that are established between individuals at work or outside it have a great impact on their morale. If these relationships are built on the basis of mutual respect and the achievement of common interests, this leads to raising the morale, but if it is based on selfishness and authoritarianism, this leads to an

## **ChapterII From motivated individual behavior to company 's performance**

---

increase in morale. It is a reason for people's dissatisfaction with their work and thus lowers their morale.

Hence, these relationships are of great importance, as they largely determine the degree of individual satisfaction with his work, stability and adaptation among colleagues and friends, and therefore have an important role in influencing the morale of workers within the institution.

We can address the impact of this relationship - the relationship with colleagues - in the study of work groups and its impact on the morale of workers, because these relationships lead to social interactions, and that these interactions lead to the individual acquiring a kind of knowledge about himself and the group to which he belongs, and the result of this interaction prevails. The spirit of the group, which is a general opinion, thinking or feeling that prevails in the majority of its members, and this spirit is reflected in individuals' attitudes and behavior patterns.

### **3. Leadership and Supervision:**

The type of leadership and the policy of supervision have a significant impact on the morale of workers, especially the aspect related to the distribution of powers and granting individuals enough of them, as it makes them feel their responsibilities and their presence within the institution.

from the studies and experiences of Hawthorne factories on supervision, we conclude that supervision and leadership do not mean merely issuing orders and instructions, Rather, its more accurate meaning is to entice the workforce, motivate them, set an example in actions and behaviors, control their behavior, predict it, and influence it.

A good supervisor is the one who raises the morale of workers and motivates them to achieve the goals of the organization efficiently and effectively. In bureaucratic leadership, we find the leader refraining from delegating Authority to his assistants, as he takes all decisions by himself, and this method weakens the morale of the workers as they lose confidence in themselves and feel the smallness of their positions and does not allow them the opportunity to initiate or participate in decision-making, and it also weakens the spirit of the group and the spirit of cooperation as well as weakening the

## **ChapterII From motivated individual behavior to company 's performance**

---

loyalty of the workers to the institution As it leads to an imbalance in the morale of the workers, their discontent and resentment will increase.

As for democratic leadership, this method depends on the decentralization of decisions, as it relies on continuous consultation between the leader and the group about the various goals and problems that arise in the work environment (in the institution), and thus feelings of loyalty grow, which leads to raising the morale, as the leader seeks to distribute responsibilities to members, We also find it encourages the establishment of good relations between members of the group.

Finally, free or chaotic leadership and here the leader gives general instructions to the subordinates, and leaves each of them the freedom to make decisions, meaning that the leader gives the subordinates absolute freedom in defining tasks and activities and does not interfere in that, this method encourages evasion of responsibility, as the interest in work It is very little, anxiety and tension prevail to a large extent in the work environment, and there is no real direction or effective control, and this method deteriorates the morale of workers.

Good supervision of subordinates and their good treatment is one of the important factors in raising the morale of the workers, and that is by creating a good relationship, creating an atmosphere of trust, respect and cooperation between the boss and his subordinates, fairness in the treatment of working individuals and spreading team spirit and cooperation among them, and this gives them a lot of security Psychological and it works to raise the morale of workers<sup>1</sup>.

### **4. Syndicate:**

The trade union trend can be a cause for the workers' rebellion. If the group of workers is affiliated with a union that supports the existing system in the facility (for example, the capitalist or socialist system), this group defends and works for the benefit of the facility, which leads it to show high morale. It is affiliated with a union opposed to the existing system in the facility, as it works to sabotage and obstruct the functioning of the facility, which leads to high morale in struggle and low morale in work and production, in addition to that, workers who join a union are able to defend and protect

---

<sup>1</sup> MARRO A., MARRO G., MARRO P., 2013, L'art de manager en EHPAD, 2ème édition, LEH Editions, s.l., 236pp

## **ChapterII From motivated individual behavior to company 's performance**

---

their interests and maintain their jobs from Downsizing and reducing layoffs, they feel safe and stable, which raises their morale and enthusiasm for work

### **5. Communication:**

The process of communication within the industrial unit is of great importance in influencing the morale of individuals, and thus their productivity through its impact on their behavior on the one hand, and their motives for work and their acceptance of objectives and management policies on the other hand, and therefore if we want the individual to do his work correctly, he must be provided with adequate information About work on the one hand, and on the other hand, the individual's ability to express his point of view and communicate his opinion to management helps to solve work problems and take appropriate decisions to exercise administrative functions.

For this reason, sound and two-way communication, i.e. up and down, which is based on partnership between management and workers, is considered a coordination tool between superiors and subordinates and an important way to create good relations in the work environment. It is also considered the basis for establishing sound human relations, if communication depends on Scientific foundations for the transfer of information. The successful administrator or supervisor is the one who spends most of his time communicating with his subordinates in order to create what is called the response process or the pervasive effect of the leader, and this earns the confidence of workers in the management and develops the spirit of loyalty to the institution.

### **6. Bureaucracy:**

The bureaucratic organization experienced by the workers in the facility affects their morale, as we find that if they have some problems or claim some legitimate rights from the management, we see them facing various obstacles and difficulties to solve their problems or obtain one of their rights, or they may not be able to solve them or obtain It is absolutely as a result of the bureaucracy prevailing in the facility, which in the eyes of workers is something that must be abandoned so that problems do not increase and the gap between workers and management widens, which makes workers feel in this bureaucratic atmosphere of low morale.

### 2.2.2 the influence of individual factors on organizational effectiveness

#### 1. Effect of Biological Factors on Regulatory Effectiveness:

**a. Age:** The age factor also has an impact on the efficiency of workers, as the elderly worker enjoys a high degree of confidence and stability at work, and does not care much about what will happen to him in the future, unlike the young worker whose degree of instability at work is high, as stability at work What management provides to workers has a very important impact on their morale, motivation, performance, productivity, effectiveness, degree of satisfaction and loyalty, thus achieving the effectiveness of the institution.

Hence, we note that there is a relationship between the age of workers and their stability at work. Fear of losing a job always makes workers feel a kind of confusion, tension and anxiety over their future. Hence, the age factor has had an impact on the effectiveness of the institution, and because the young worker is more ambitious than the elderly worker because he always aspires To work in good conditions, and rise to a higher position and a greater wage, and therefore the effectiveness is higher for workers who enjoy stability within the organization and have ambitions to build a successful career path within the organization

**b. Gender:** Gender means the percentage of male and female workers out of the total number of workers in the institution, and because the needs of women differ from the needs of men, several studies on 10,000 workers have shown that women care more than men about the following needs: supervision, physical conditions of work, working hours, Ease of work and social aspects of work, while men are concerned with the following: promotion, wages, nature of work (except for ease), company size, management men, type of organization ... etc. Hence, we note that gender affects the efficiency of workers and thus the effectiveness of the institution depending on the difference arrangement of these needs,

**c. Physical ability and illness:** The physical capabilities play an important role in the psyche of the working individual. The weak-bodied worker always suffers from this weakness in the direction of his work, as he cannot perform it comfortably, as he always feels great stress at work, and from it, this will be accompanied by a kind of fatigue and boredom Resentment that expresses low morale, lack of performance and productivity,

## **ChapterII From motivated individual behavior to company 's performance**

---

increase in costs, dissatisfaction with customers, increase in the rate of defects and lack of effectiveness. On the contrary, we find the worker with a strong structure, active in his work, loving him, and enjoying a high ability to perform.

In addition to physical ability, disease also has unforgettable effects on the morale of workers. Some studies on stressful factors and psychological, physiological and behavioral disorders associated with these factors have shown that about 5 to 10% of the workforce suffers from serious disorders on the physiological and mental health of the worker.

Thus, the sick worker feels resentment, because the disease reduces his enthusiasm at work and lack of interest in his work, and he also feels bored and bored, and this disease has effects on the efficiency of workers and thus negatively affects the effectiveness of the institution, where high efficiency cannot be achieved with human resources suffering from diseases and crises and Psychological impairments

**d. Nervous breakdowns:** In many cases, nervous breakdowns are mostly emotional in origin. One of the most important studies on the occurrence of these breakdowns in the industry and its causes. It is worth mentioning the Russel Frazer study that he conducted on a sample of workers in light and medium industries (Birmingham) or soon. Of which.

Where the sample included three thousand workers, and it was found in a period of about 6 months that about 10% of these workers were suffering from (various) mild cases, and this collapse was responsible for more than a quarter (1/4) of the total absences, as supported This study "White Waytt", which found that fatigue and neurasthenia are responsible for approximately 2.21% of absenteeism, in a sample estimated at 30 thousand women working in institutions.

Hence, weakness and nervous breakdowns lead to effects on workers' morale and a decrease in their motivation, motivation, performance and productivity, given that fatigue is a manifestation of low morale, and this collapse may occur as a result of long working hours, as well as inappropriate family conditions. The lack of effectiveness of the institution and its inability to achieve its goals.

### 2. Effect of Psychological Factors on Organizational Effectiveness:

**a. Anxiety:** It is a state like fear and anger, and it arises from something that threatens the individual, and it is a response to something unspecified in the environment, so we feel it, and suffer from it, but we cannot estimate where it comes from and what causes it.

Anxiety is also defined as a hard feeling that is difficult to bear, which appears before, during or after psychological or physical stress, and it expresses a warning that threatens the individual, and creates a painful feeling for him and leads to a state of disorder accompanied by disturbing physical phenomena.

This anxiety leads the worker to preoccupation with his mind, his disorder, his feeling of discomfort, helplessness, despair and a sense of tension, and this leads to a decrease in his performance and effectiveness, and a decrease in his productivity, morale and loyalty to the institution.

**b. Frustration:** It is the feeling of failure and disappointment experienced by the individual when he encounters obstacles, obstacles, or barriers that prevent him from achieving a desired goal that he seeks to achieve, and that this obstacle leads to the worker's excitement and disorder, and his hostility towards this obstacle, and the worker appears angry, who may assault his boss, attack or discredit him.

For example, the competent worker who is denied promotion without any logical reason despite his confidence in this promotion, and did not expect any obstacle to prevent him from achieving this goal and attaining a prestigious social position, this worker directs his aggression towards superiors, colleagues, the institution or society in general, If the worker fails to realize the goal, the reason may be due to a lack of his abilities and personal efficiency, and here he directs his aggression towards himself, and frustration leads to a state of anxiety, including a decrease in all factors determining effectiveness within the organization.

**c. Satisfaction of needs:** There is no doubt that the worker in the organization always seeks to achieve the largest possible number of his needs, and thus it pushes him to take a certain behavior or action to meet them.

Satisfaction means the individual's feeling of satisfaction, after he has achieved his needs or reached the desired goal. The process of gratification is the feeling of the

## **ChapterII From motivated individual behavior to company 's performance**

---

individual's need for a certain thing, and then there becomes a specific need, and thus the individual acts or adopts a behavior aimed at satisfying this need.

Hence, needs are what motivate the individual to direct behavior in order to satisfy them, and that these needs are unlimited, so satisfying one need generates another need, and the need that the worker was unable to satisfy creates tension, anxiety, and resentment for him.<sup>1</sup>

### **Section 3: The demotivation of employees in question :**

According to a web file entitled "The crisis of motivation at work" published on the site Sciences Humaines.com, we can see that motivation is a topical issue worrying the majority of companies and more particularly managers; especially when we find ourselves in a crisis situation such as France is currently experiencing. We will thus summarize this file by addressing, on the one hand, the causes of demotivation in work, on the other hand, we will focus on companies that have chosen to adopt certain motivation techniques to overcome the recurring problem of demotivation employees; as is the case with Google for example.<sup>2</sup>

#### **3.1 Factors of demotivation at work**

Today motivation is a very important subject in managerial discourse, because it plays a key role in the success of organizations. Employees must mobilize their goodwill, empathy and creativity, which is only possible if they invest in their work and therefore if they feel motivated. Yet, paradoxically, never the employee motivation has never seemed to be so lacking, their discomfort has never seemed so strong, never has their engagement seemed so problematic.

#### **3.2 How to explain this demotivation?**

Never have companies been subjected to such pressure on financial performance immediately. As a result, employees are too often seen as a simple variable financial adjustment. The desire to push wages down to the detriment of skills are also evident, as CEOs and senior management benefit from sometimes exorbitant salaries. In the name of productivity, employees must always do more, without

---

<sup>1</sup> PORTER L.W. & LAWLER, E.E., 1968, Managerial attitudes and performance, Homewood, III., R. D, Irwin, 209pp.

<sup>2</sup> Sciences humaines.com, La reconnaissance au travail.

Disponible sur [http://www.scienceshumaines.com/la-reconnaissance-autravail\\_fr\\_22737.html](http://www.scienceshumaines.com/la-reconnaissance-autravail_fr_22737.html)

## **ChapterII From motivated individual behavior to company 's performance**

---

necessarily having the means to do their job well. Throughtherefore, the profession and the know-how, based on personal achievement andrecognition by others, become increasingly rare, at the very moment whenemployees aspire to a rich and fulfilling professional life. In addition, the quality of therelationship between employees and their managers is no longer relevant. Practicesmanagerial staff often remain authoritarian and offer little accountability.

At the same time, we observe a deep disengagement of employees in their work. InIndeed, more and more employees are wondering what are the reasons why theyremain in their work.

Indeed with globalization, companies find themselves in a competitive situation.always growing, they must therefore be reactive and show flexibilityin order to achieve their goals and remain competitive in the market. However, the organizationis made up of men and women, so employees must play the game of acommitment and a strong investment for their company, while this is not the case inour contemporary society.

Indeed, for several decades researchers and managers have observed that employeesno longer give body and soul to their work. There is even talk of "divorce" of employeeswith their business, caused mainly by the individualization of our society and theliberalization of persons.<sup>1</sup>

At the same time, they also observe that employees make calculations in their employment relationship. Employees will want to get involved in their work, but if the latterpays off. Conversely, if the employee considers that his investment in the companyis not worth it, he will gradually lose interest and no longer believe in his business andin its values. There are now many employees of all ages and all qualificationsto adopt this posture and remain discreet.

The professional disengagement of these employees does not mean that they are not doing correctlytheir work but are disillusioned and without aspiration about their professional future.

---

<sup>1</sup> VALLERAND R.J. & THILL E.E, 1993, Introduction à la psychologie de la motivation. Editions Etudes Vivantes, Laval, Canada, 674pp.

## **ChapterII From motivated individual behavior to company 's performance**

---

The existence of these people, disengaged from work cannot in the long term remain without effect on the performance and dynamism of companies. To illustrate this fact we will now see two testimonials from demotivated employees to understand their position

### **3.3 An example of motivation technique at Google**

Google is one of the pioneers of internet search engines, very innovative, it is differentiated in the way of making his employees. This is particularly the case in its European engineering center located south of Zurich, in Switzerland, a center dedicated entirely to research and development. This building, with a surface area of 12,000 m<sup>2</sup>, includes 500 engineers, whose average age is around thirty years old, from 40 different countries and working every day in the largest global internet business.

In this firm, the working conditions are described as exemplary, a desire to the company, for which happy employees work better and more.

Indeed, everything is done so that employees are in a pleasant working environment, the staff are installed in open-plan spaces decorated with a reminder that Google is particularly concerned with the comfort of its employees, each floor being decorated following a theme: beach, jungle, football ...

Throughout the center of the building, "bubbles" are used to isolate oneself, alone or in pairs. They adopt the shape of cable car cabins or flying saucers depending on the floor. In addition, on each floor, a mini cafeteria offers fresh fruit, cakes and drinks, free of charge and at will. Employees are encouraged to go there as soon as they feel it the need. "The goal is for the employee to solve the problem they find themselves on. If he has to spend 20 minutes relaxing in an armchair, having a coffee and watching the mountains to find the solution, there is no problem ", explains Mathias Gref, responsible for communication on the Zurich site.

In this building, there are also games rooms, massage rooms, relaxation with music, saunas, a hairdresser or even a nursery for children. So many things for the well-being and motivation of employees. Indeed, everything is done to encourage employees to stay in the company but the main goal is of course, to earn money by having employees who are always more motivated and therefore always more efficient. However, while some Google employees admit that there is a lot of work

## **ChapterII From motivated individual behavior to company 's performance**

---

and pressure, these atypical working conditions would make it difficult for them to consider going work elsewhere.<sup>1</sup>

This last chapter allowed us to understand the problem of the demotivation of employees, then we saw how some companies were doing well by implementing certain motivational techniques.

---

<sup>1</sup> Samuel LAURENT, Voyage au cœur du Google Way, Le figaro.fr  
Disponible sur <http://www.lefigaro.fr/web/2009/10/19/01022-20091019ARTFIG00590-voyage-au-coeur-du-google-way-.php> (consulted in april 10th 2021)

**Chapter III The link  
between motivation and  
performance inside of  
the general direction of  
ALGERIE TELECOM**

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

### **Introduction :**

After giving an overall theoretical overview of our research and in order to answer to our problematic and whether or not to confirm the hypotheses we must move on to a practical study which will be done by a field survey, for this purpose, this third and final chapter will be divided in three sections, we will give a small presentation of the company at first, to approach the methodology and conduct of the research in the second and in the last section we will analyze and discuss the data obtained from the survey and give our suggestions and recommendations.

### **Section 01 : company overview :**

#### **1.1 Presentation of the company :**

ALGERIE TELECOM is the leader in the Algerian telecommunications market which is experiencing strong growth. Offering a full range of voice and data services to residential and business customers. This position was built by a strong innovation policy adapted to customer expectations and oriented towards new uses. It is the only fixed telephony operator in Algeria with a turnover of 97.74 billion DA and +19,000 employees as of December 31, 2018. It has 3.2 million fixed broadband wired and radio subscribers. High and very high speed infrastructure is ranked No. 01 in Africa (Source: WBIS, GSMA, IDC Data and OVUM).

ALGERIE TELECOM is a joint stock company with public capital operating in the market for electronic communications networks and services. Its birth was enshrined in Law 2000/03 of August 5, 2000, relating to the restructuring of the Post and Telecommunications sector, which notably separates the Postal activities from those of Telecommunications.

ALGERIE TELECOM is therefore governed by this law which gives it the status of an economic public company in the legal form of a SPA joint-stock company.

#### **1.2 Historic**

The birth of Algeria Telecom was enshrined in Law 2000/03 of 5 August 2000, relating to the restructuring of the Post and Telecommunications sector, which had in particular separated the Postal activities from Telecommunications, with the status of operator historical.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

Its initial activities included, at its inception, landline telephony, mobile telephony, Internet and satellite telecommunications.

Before the promulgation of this law, the telecommunications market in Algeria was characterized by a low rate of telephone penetration, as for Internet use, it was practically non-existent if not at very low speed.

It should be noted that Algeria Telecom has undergone several reorganizations since its creation dictated by the prevailing conditions (Ex: Advent of mobile 4G). Unfortunately, they have not been accompanied and reinforced by the processes and procedures that should govern its operation.<sup>1</sup>

### **1.3 the company's goals:**

#### **profitability, efficiency, quality of service**

Its ambition is to have a high level of technical, economic and social performance in order to remain a long-term leader in its field, in an environment that has become competitive. Its concern also consists in preserving and developing its international dimension and participating in the promotion of the information society in Algeria.

### **1.4 Mission and Objective :**

#### **1.4.1 Major activity :**

Provide telecommunications services allowing the transport and exchange of voice, written messages, digital data, audiovisual information, etc. Develop, operate and manage public and private telecommunications networks; establish, operate and manage interconnections with all network operators.<sup>2</sup>

#### **1.4.2 Commitments :**

ALGERIE TELECOM is committed to the world of information and communication technologies with the following objectives: Increase the offer of telephone services and facilitate access to telecommunications services to the greatest number of users, particularly in areas rural; Increase the quality of services offered and the range of services provided and make telecommunications services more competitive; Develop a reliable national telecommunications network connected to the information superhighways.

---

<sup>1</sup><https://www.algeriatelecom.dz/fr/> consulted in 10/05/2021 at 20:00

<sup>2</sup> Opcit

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**1.5 Legal framework :**

ALGERIE TELECOM is a public limited liability company SPA, operating in the market for electronic communications networks and services. Its birth was enshrined in Law 2000/03 of August 5, 2000, laying down the general rules relating to post and telecommunications as well as the resolutions of the National Council for State Investments (CNPE) of March 1, 2001 establishing the 'a Public Economic Company called "Algérie Télécom".

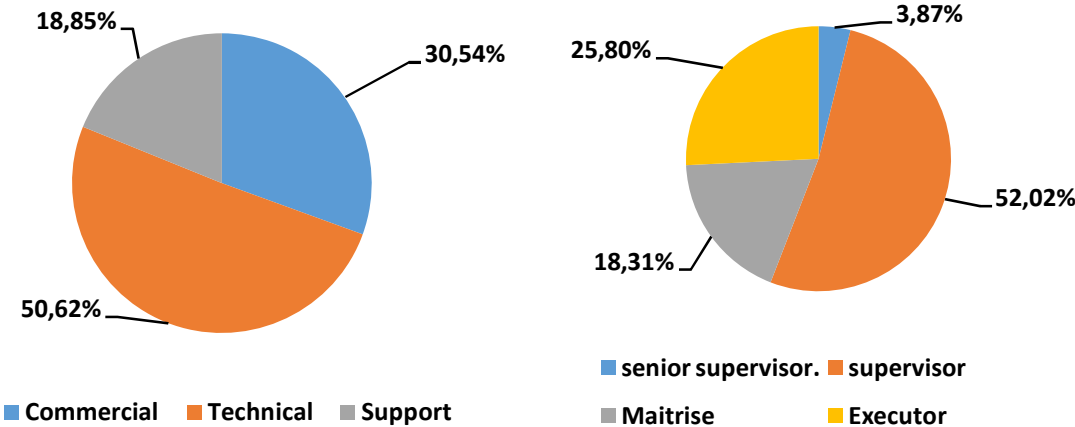
ALGERIE TELECOM is therefore governed by these texts which give it the status of an Economic Public Company in the legal form of a joint-stock company with a share capital of 115,000,000,000.00 Dinars and registered in the center of the trade register on May 11. 2002 under number 02B 0018083.<sup>1</sup>

**Section 02:Human ressources Management :**

**2.1 Global workforce and HR component :**

As of 09/30/2019, the company had a total workforce of 20,370 employees. Its breakdown, by business and socio-professional groups, is as follows:

**Figure 1 : the distribution of AT’s workforce**



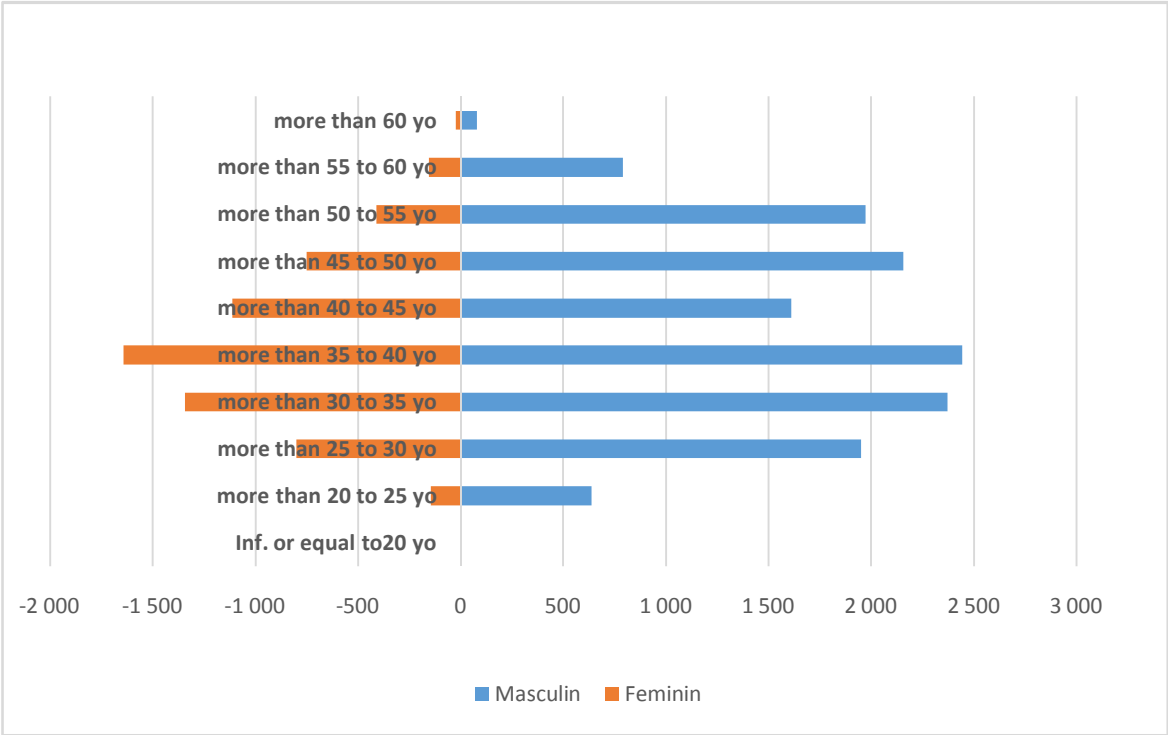
Source : human resources direction

The distribution of the workforce - considered balanced - between businesses (51% Technical - 30% Commercial - 19% support), with regard to the activity of the company.

<sup>1</sup><https://www.algeriatelecom.dz/fr/> consulted in 11/05/2021 at 16:00

**Chapter III The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 2 : work force 's age pyramid**



Source : human resource direction

Balanced pyramid which combines all ages in a harmonious way: the employees are globally distributed in a balanced way between the 03 age groups: young people - Intermediate age and seniors.

In general, this type of age structure can have the following advantages:

- Employees may be predisposed to accept change;
- Motivation can be quickly aroused; and
- Adaptation to the high profession, subject to meeting the prerequisites and taking the appropriate actions.

Recruitments :

During the 2019 financial year and as of 09/30/2019, 1,462 recruitments were made. They are distributed by:

- Socio-professional group (0.21% senior manager, 8.69% managerial, 86.11% mastery, 5.00% execution).
- Business (90.28% are allocated to technical structures, 6.37% commercial and 3.35% support).

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

Also, 1,219 recruitments are recorded under the CDI formula within the Maintenance and Production Cells (CMP), for the benefit of young beneficiaries of integration contracts (professional integration assistance system) and having previously been taken. in charge in a company under an apprenticeship contract (holders of BT and BTS profile).

**Table 1 : evolution of the wage bill**

<b>years</b>	<b>Work force</b>	<b>payroll</b>	<b>Turn over</b>	<b>payroll / turnover</b>
<b>2014</b>	21 405	32,65	81,67	<b>40%</b>
<b>2015</b>	21 626	36,12	93,66	<b>39%</b>
<b>2016</b>	19 318	34,94	94,87	<b>37%</b>
<b>2017</b>	18 654	30,03	97,76	<b>31%</b>
<b>2018</b>	19 073	30,30	97,74	<b>31%</b>

Source: human resource direction

As of 09/30/2019, the company's payroll was around DA 28.26 billion. The closing forecasts, as of 12/31/2019, amount to 36.46 billion DA and the turnover forecasts are estimated at ~ 100 billion DA, which generates a forecast MS / turnover ratio of: ~ 36.46% for the year 2019.

The increase in the wage bill recorded on September 30, 2019 is mainly due to:

- The impact of the implementation of the new organization;
- The increase in the number of staff;
- The 13% increase in the salary scale;
- The payment of the advance on the profit-sharing bonus (80,000 DA net per employee against 50,000 DA for the year 2018);
- The payment of the PRI / PRC (rate: 14% of the base salary against 13% for the year 2018);
- The payment of the complement of the profit-sharing bonus (70,000 DA net per employee against 40,000 DA for the past year);
- The advancement of two categories on the pay scale for the benefit of 7,589 employees.

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**2.2 Strategic external and internal analysis of the company :**

The macro-environment of a company constitutes a source of influence (positive or negative), of pressure or of constraints, which strongly and significantly impacts decisions within the latter.

In this regard, two levels of analysis deserve to be approached in order to nourish the prose of development and construction of the overall strategy of the company of Algeria Telecom while sparing it from the risk of intuition to the detriment “superficial and generalist” quantified analyzes.

**2.2.1 SWOTanalysis :**

The approach commonly called SWOT corresponds to “Strengths, Weaknesses, Opportunities, Treats” or STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS.

It is a strategic planning tool making it possible to carry out the external and internal diagnosis to analyze a company at a given time. This tool is practical because its methodology is simple and facilitates the update of a need for the company.

It makes it possible to identify the strategic axes to be developed. Although primarily intended for planning.

We present, below, the results of the SWOT analysis:

**Table 2 : SWOT analysis**

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>*The status of Public Operator (Historical Operator), in a monopoly situation on the fixed network.</li> <li>*Significant potential in terms of access capacity with different technologies (wired and radios: FTTX and LTE / 4G) allowing a diversification of means of connection to the basic service (Internet) and to added value.</li> <li>*Integrated R&amp;D structure and holder of several patents, which constitutes an important competitive advantage.</li> <li>*Operations Consolidation of purchases allowing a pooling of</li> </ul>	<ul style="list-style-type: none"> <li>*New organization, started at the end of 2016, launched for the three levels of the organization (DG / DRT / DO) which remains unfinished with a multiplication of hierarchical levels.</li> <li>*Organizational chart not accompanied by descriptions of activities and a charter of functions defining the roles and missions of the component parts.</li> <li>*Organization for the management of the last mile unsuitable.</li> <li>*Lack of a governance framework for organizational change.</li> </ul>

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

<p>resources and giving greater negotiating power.</p> <p>*Breakdown of workforce considered balanced between business lines (51% technical, 30% sales and 19% support) with a harmonious age pyramid (Facilitates redeployment operations).</p> <p>A pool of proven skills with advanced certifications in the field of ICT.</p> <p>*All activities (production, distribution, sales and after-sales service) are present throughout the country through the ACTELs sales agencies (~ 500 agencies) and CMP maintenance and production centers (279 centers).</p> <p>*Scalable NGBSS / OSS information system with CRM for customer relationship management.</p> <p>*A network infrastructure made up of new generation equipment (wired and radio).</p> <p>*Fiber optic network covering the national territory.</p> <p>Human resource distributed over the national territory.</p> <p>*Fairly good technological mastery by the technical teams</p>	<p>*Lack of good governance bodies and tools (PMO, Management control, planning, etc.) with a centralized and directive management style.</p> <p>*Complex organization making decision-making processes long due to the opacity of the information circulation circuits and the considerable lack of procedures.</p> <p>*Lack of knowledge of the value chain.</p> <p>*Lack of process mapping and weakness in formalizing procedures.</p> <p>*Lack of functions (planning and engineering covering all network layers.</p> <p>* lack of coordination.</p> <p>*Consulting function by profession / specialty to the executive officer almost non-existent (to be reinforced).</p> <p>*Weak role of the structure in charge of the strategy.</p> <p>*Lack of corporate culture (administrative culture inherited from the P&amp;T administration).</p> <p>*Lack of management culture by objective.</p> <p>*Lack of a skills development mechanism.</p> <p>*Low involvement of staff.</p> <p>*Lack of an incentive and recognition mechanism.</p> <p>*Disrupted social climate (not assessed through surveys and appropriate tools).</p> <p>*Sense of belonging to the company altered, on the one hand, by a negative general opinion of the company and, on the other hand, by the work climate that prevails within the company</p>
--	---

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

	<ul style="list-style-type: none"> <li>*The internal performance indicators defined are not relevant.</li> <li>*performance-based variable with uniform and routine character.</li> <li>*Level of remuneration not attractive for high potential (difficulty in recruiting and skills drain).</li> <li>*Abnormally long and inadequate supply times in relation to the challenges of the sector, which causes delays in the completion of projects.</li> <li>*Brand image tarnished by the quality of service provided and above all by the behavior adopted towards the customer (at branch level and during connection or maintenance interventions).</li> <li>*Few market studies are carried out on a regular basis to gain visibility into market developments and customer needs in order to have greater responsiveness.</li> <li>*Lack of strategic marketing and clear and efficient commercial policy as well as performance indicators.</li> <li>*Weak network of partners able to contribute to better support for large account customers (Discrepancy between technical and commercial services (CORPORATE) impacting completion deadlines and compliance with contractual clauses).</li> <li>*Catalog of non-diversified products for both residential and professional (Key accounts, SMEs / VSEs).</li> <li>*Lack of packaged offers adapted to the SME / VSE segment.</li> <li>*Offers unattractive and poorly understood because poorly communicated (internal and external</li> </ul>
--	---

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

	<p>communication).</p> <ul style="list-style-type: none"> <li>*Weak positioning in the digital economy.</li> <li>*Deplorable quality of service and inefficient after-sales service.</li> <li>*The lack of reliable statistics (satisfaction studies, impact studies) and measurement tools preventing a correct assessment of the customer relationship.</li> <li>*Unreliable data, thus altering the power of decision-making.</li> <li>*Weak positioning in the cloud due to the lack of an IT infrastructure of the size of a TELCO (eg: Lack of a large capacity Datacenter and international norms and standards).</li> <li>*Lack of an analytical accounting system negatively impacting the results of studies based on costs and therefore the determination of tariffs.</li> </ul>
--	--

<b>opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>*Law 18/04 which establishes AT the monopoly in transport and international.</li> <li>*The status of an emerging country with a high demand for electronic means of communication.</li> <li>*Unsaturated market with positive upward trend of consumers and very high speed.</li> <li>*The very optimistic growth forecasts for Africa, especially for emerging countries such as Algeria in the field of high and very high speed.</li> <li>*Strong potential in the SME / SMI segment as well as VSEs and START-UPS.</li> <li>*Government plan for digital</li> </ul>	<ul style="list-style-type: none"> <li>*Indirect competition in the Internet segment (operators activating in mobile networks and satellite networks).</li> <li>* 5G technology allowing operators to provide very high speeds competing directly with Algeria Telecom on its fixed broadband network.</li> <li>*Legislation (delay in the field of e-commerce as well as the issue related to content management).</li> <li>*Lower cost substitution services (VoIP, Viber, etc.) and the government's trend towards unbundling (freeing up the local loop).</li> <li>*Year-over-year decrease in the incoming volume of international VOICE traffic.</li> <li>*Social tension demobilizing employees.</li> </ul>

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

<p>development with Algeria Telecom as a player.</p> <p>*4G radio network available throughout the national territory at low saturation rate.</p> <p>*Presence of an agreement with public promoters (AADL, ENPI and OPGI) for the preparation of prerequisites facilitating the deployment of access networks and the connection of subscribers (to be extended to the private sector).</p> <p>*Current conjecture, favoring the choice of Algeria Telecom, in particular by professionals and administrations.</p> <p>Non-renewal of licenses of certain competitors</p> <p>*International opportunities given the geographical position favorable to the company and which may initially be of interest to countries such as Niger, Mali, Mauritania, Chad</p>	
---	--

Source : personal analysis

**2.2.2 PESTEL analysis**

As part of a strategic approach, this tool is used in conjunction with the SWOT (analysis of strengths, weaknesses, opportunities and threats) to assess the macro environmental effects on the company.

**2.2.2.1. Politics**

**Positive aspects:**

- Favorable ICT policy;
- Sector placed "strategically";
- Current political context favorable to Algeria Telecom insofar as public bodies and administrations turn to Algeria Telecom for their structuring projects in the field of ICT.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

### **Negative aspects:**

- “Very active” Consumer Protection Association □ case of 4G;
- Very poor positioning of Algeria in the international ranking of the ITU, thus damaging the country's brand image;
- Market regulation by ARPCE.

### **2.2.2.2. Socio-cultural**

#### **Positive aspects:**

- Evolution of the use of ICT in society, education system;
- The mastery of ICT tools by the population which represents a slow rate of aging of the population;
- Freedom and autonomy for the new generation.

#### **Negative aspects:**

- Household structure: decreasing trend;
- Consumption trends oriented towards sharing.

### **2.2.2.3. Ecological**

#### **Positive aspects:**

- Conative contribution of ICTs in preserving the environment from harmful effects.
- Respect for the "batteries and waste" environment after having banned the use of askarel oils (new generation equipment designed with respect for the environment).
- Substitution of the use of means of transport by the contribution of ICT tools (eg videoconferencing).

#### **Negative aspects:**

- 4G and FH electromagnetic waves;
- Use of fuel to power generators if solar energy is not used;
- Acquisition of harmful equipment;
- Lack of systematic support for the ecological component in projects.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

### **2.2.2.4. Economic**

#### **Positive aspects:**

- State contribution to projects, including universal electronic communications services;
- Growing ICT sector;
- The interest of ICT among economic players;
- Creation of the peripheral ICT industry.

#### **Negative aspects:**

- Weak economy based mainly on rent;
- "Loss of purchasing power" inflation rate;
- Recurring acts of vandalism and theft of cables;
- Unemployment rate close to 12%;
- Fluctuation of the exchange rate (Purchase in currency and sale in DA).

### **2.2.2.5. Technological**

#### **Positive aspects:**

- Most of the network infrastructure is next generation;
- An optical fiber network covering the entire national territory;
- Most of the infrastructure is eligible for new trends (SDN, NFV, Cloud, ...);
- The advent of 5G, in perspective (Opportunities: FO resource requirements).

#### **Negative aspects:**

- Very expensive equipment (devaluation of the Algerian dinar);
- Advent of 5G (direct competition in the high and very high speed field);
- Rapid evolution of electronic communications technologies.
- Low contribution from R&D due to lack of resources;
- Low rate of integration of ICT in companies, administrations and institutions;
- Electronic payment not generalized.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

### **2.2.2.6. Legal**

#### **Positive aspects:**

- Law consolidating the Algerian Telecom monopoly on the international transport network.

#### **Negative aspects:**

- Law, consecrating unbundling, passed by the APN assembly;
- Certain necessary works subject to authorizations issued within often long deadlines by the local authorities;
- Slowness in handling requests from Algeria Telecom (Approvals, validation of offers, etc.) by ARPCE.

## **Section 03: the methodological framework of the empirical study**

### **3.1 Study methodology and tools:**

In light of the foregoing in the theoretical aspect of the study on the role of incentives in raising the organizational effectiveness of the institution, and through the studies conducted in this field, it is clear that motivation or what is said material and moral incentives have an effective role in increasing organizational performance.

Each researcher follows during his study the selection of a specific curriculum or appropriate curricula and the selection of the curriculum differs from one researcher to another, and according to the nature of the topic and the desired objectives.

The method “is a system of clear rules and procedures on which the researcher relies in order to reach scientific results.” And the subject of our research required us to use:

**The descriptive-analytical approach:** which we believe is more appropriate for our study, requires the collection, analysis and interpretation of facts to derive its significance.

It also requires a quantitative description, and a description of the phenomena as they are in the surveyed community to identify the characteristics and impact of moral, material incentives on the effectiveness of the institution.

The researchers in descriptive studies do not provide just private beliefs or data derived through accidental or superficial observations, but as in any scientific research they examine the problematic situation, identify the problem of the study and make hypothesis.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

Recording the assumptions based on their assumptions and procedures, selecting the appropriate examinees and appropriate source materials, choosing methods for collecting or preparing information and data, setting rules for data classification that are unambiguous and appropriate for the purpose of the study and the ability to highlight similarities and differences or a meaningful relationship, legalization of data collection methods, and making objective observations Selected in a systematic manner, and at the end describe their results, analyze and interpret them in clear and specific terms.

### **3.2 Reasons for choosing the institution:**

- 1- This company is among the largest public companies, and it is a company with important shares and capital, and this is what prompted us to choose it because this serves one of the objectives of the study.
- 2- The transformations and changes that this institution has undergone in light of the economic transformations and reforms that Algeria has experienced, in addition to the changes that this institution has witnessed in its organizational structure.
- 3- Our practice of workers in this institution as a framework and our familiarity with some aspects and mysteries that can consolidate theoretical research and answer the various hypotheses put forward.
- 4- This institution exercises service, production and marketing activity in a field characterized by rapid dynamism and sharp competitiveness.
- 5- This institution relies on a set of material and moral incentives to achieve its goals, and the latter attempts to invest in the human resource to achieve its effectiveness.

### **3.3 Study community:**

After conducting a general review about the institution, the field of study, and identifying the number of workers in this institution, which is estimated at 150 workers.

We targeted all Social, professional and economic background of the study community. The members of the study community are affected by a number of social, cultural, economic and professional factors that characterize them, and these factors are considered as a frame of reference in which the research variables move.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

The aim of showing or knowing these factors is to highlight some of the interventions that could be one of the basic questions raised in the questionnaire, as well as to know the prominent features of the research community and this background is limited to the following: gender, age, family status, seniority at work, origin of the establishment. ..etc.

### **3.4 The technique of sizing of the sample**

Simple random sampling was used to collect the data used in this research, this sampling technique was chosen as a means of select the appropriate sample size to represent the large population of the space sampling. Sampling allows for efficient analysis of responses. The size of the sample will consist of 100 senior executives, executives and executors chosen at random and from different divisions in the company.

### **3.5 The data collecting method**

For this study, a survey research instrument was applied and which was developed on the basis of an online platform "Google forms" (this resource was used as a main for data collection).

With regard to questionnaire research, it is one of the most widely used types that allows data to be collected from a very scattered. In addition, it is much simpler in terms of obtaining data and makes it possible to win time. On the other hand, the questionnaires mainly lack depth and some of their parts can be misunderstood, ignored or omitted. Attention particular attention must also be paid to the adequacy of the questionnaires, to their theoretical, their validity, their reliability and their suitability for the verification of the hypotheses, freedom from bias and lack of built-in cues.

### **3.6 the survey's design :**

“A well-structured survey is the guarantee of a fluid questioning process and pleasant for respondents, it is also a guarantee of good feedback and better quality of responses.”

A set of open and closed questions were raised in the survey. The structure of the survey allows respondents to be both objective and subjective in their answers which will in turn serve as primary data for this research. The same series of questions will be asked of all respondents.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

The survey consists of different types of questions. Information on participant demographics are collected from single-choice questions (closed), which simply require that the correct answers be checked by the respondents.

The main part of the questionnaire, which concerns the thesis' hypothesis, is made up of several types: multiple choice questions, preference scale questions and closed questions .

These questions help us determine the extent to which respondents agree with a particular statement. there are also questions that only ask YES / NO, closed questions at ordinal scale as well as unstructured (open-ended) questions that allow respondents to answer in their own own words and give freedom of opinion.

We used almost all of the question types in our questionnaire to confirm or reject our hypothesis and to find our conclusions and recommendations.

We also added control question, in order to control the rate of ingagement and concentration of the respondants, to finaly filter the right answers from the wrong ones for better results.

### **3.7 Data analysis methods**

After collecting the data and performing plausible checks, the data was coded into the system and subjected to a process of analysis to present conclusions concrete. Data processing and analysis were performed using Excel software and statistical software (SPSS V24) to display the results and it helps to facilitate the treatment of all cases. In order to reach the conclusions and results of the thesis, we used descriptive analysis to summarize the data. These methods will be digital and / or graphic.

Graphics methods are known to recognize patterns in data, while digital analysis methods are known to give precise measurements.

The analysis will consist of graphs, tables and charts to present the responses received which will be reviewed and discussed. The reasons for using this procedure were to make it easier for the reader to compare and understand the results. The study also uses correlation analysis and multiple suppression models to examine the degree of relationship of the independent variable, which is motivation, and the dependent variable, which is performance.

## **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

### **Section 04: analysis and presentation of data**

This section presents the data obtained from the research questionnaire, then discusses the research results. We used graphs and tables to present the results in order to facilitate the analysis of the results by the reader.

100 questionnaires were distributed. After receiving the survey, Out of the 100 questionnaires distributed in total, 53 were used for further analysis and the 47 remaining questionnaires were not returned.

#### **4.1 The structure of the survey:**

The survey we have developed is divided into four sections:

- A first section for the description and characteristics of the sample
- A second section devoted to material motivation
- A third section devoted to moral motivation
- a fourth section aims to evaluate the performance of employees towards the company

#### **4.2 Analysis of the questionnaire :**

##### **4.2.1 description and characteristics of the sample :**

**Table 01 : Gender**

Sample	frequency	percentage
Man	41	78,8
Woman	12	21,2
Total	53	100

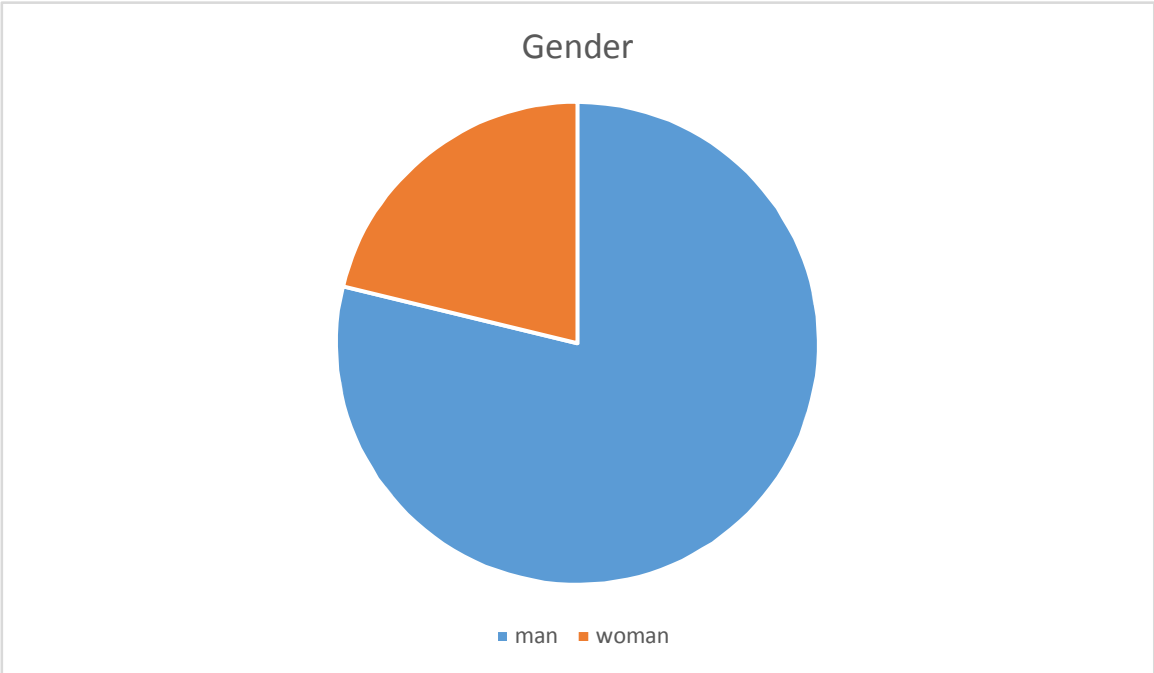
Source from our survey

**Table 02 : Age**

Sample	frequency	percentage
Less or equal to 25	1	1,9
From25 to 35	9	1,7
From 35 to 45	21	39,6
More than 45	22	41,5
Total	53	100

Source from our survey

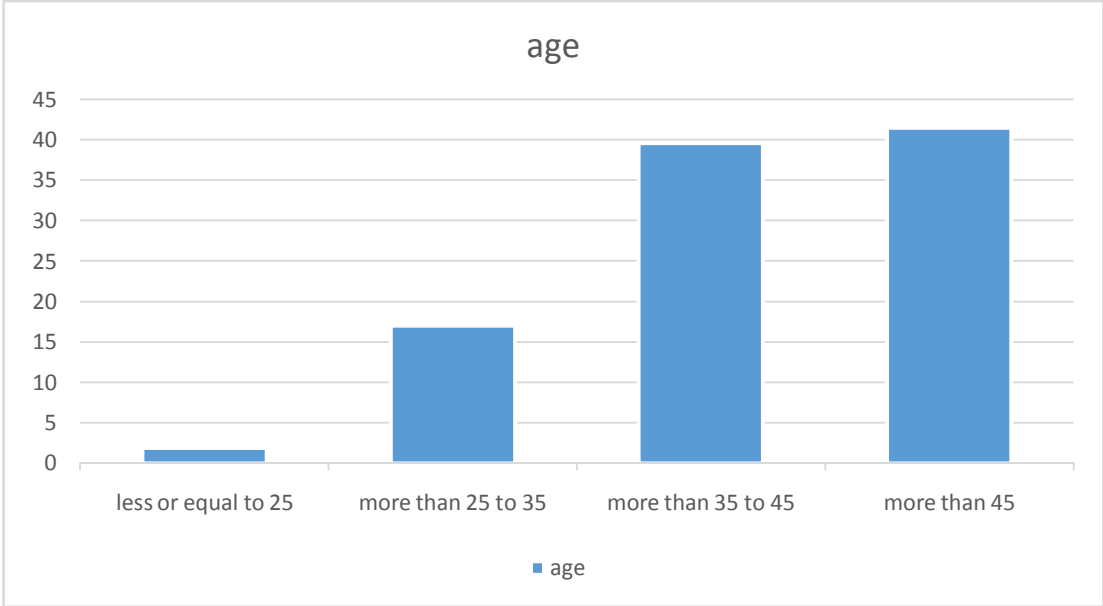
**Figure 01 : gender**



Source from our survey

Since the needs of women differ from the needs of men, which affects their motivation and effectiveness according to the different order of severity of needs, therefore, the gender variable is an important factor affecting the research variable. 79% of the research community members are males, while 21% of the research community members are females.

**Figure 02:Age**



Source from our survey

### **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

Through the evidence and statistical indications shown in Table No 02, it becomes clear to us that most of the sample members are more than 45 years old and this represents 22 items from the sample items with an estimated percentage of 42%, which is the highest percentage compared to other ratios, and if this indicates However, it indicates the significant presence of the old component in the institution under study.

Therefore, we can say that this category constitutes an effective force in view of what it represents in relation to human resources, and due to its effectiveness, ability to produce and creativity, in addition to its valuable experience so that if it was optimally exploited, the ambitious goals of the institution could be achieved wisely .as we can also see the ages between 35 and 45 comes in the second place with a rate of 40% , this category is also considered as a bridge between old generation and young generation

And then we can record the third age group for workers, which ranges between (from 25 to 35 years) at a rate of 17%,and a fourth category less than 25 years old which is a category that joins the youth category, which means that the institution doesn't really play the role of attracting the youth element periodically and continuously.

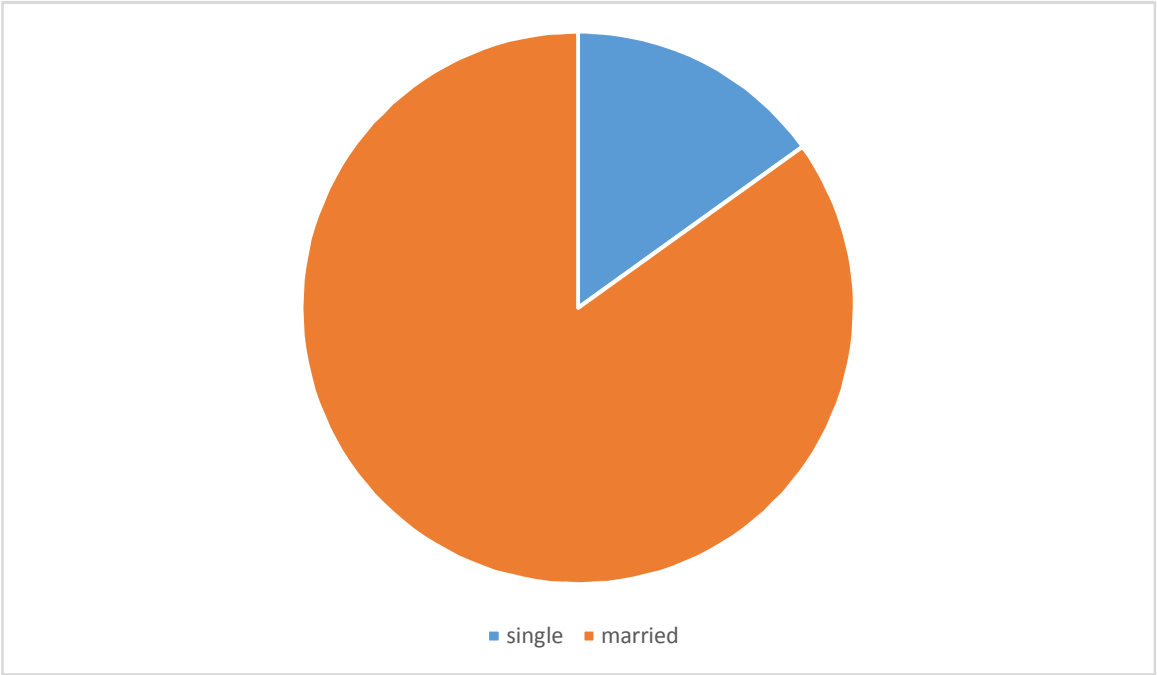
**Table 03 : family situation**

sample	frequency	Percentage
single	8	15,1
Married	45	84,9
divorced	0	0
widow	0	0
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 03 : Family situation**



Source from our survey

Through the statistical data contained in this table, it is clear that 85% of the research community members are married, and 15% of the research community members are single, and married individuals may be better able than others to take responsibility, and are keen to perform the work they are assigned. Because their family connection makes them more connected to the institution, which is their source of livelihood for them, so they are more keen to achieve its goals.

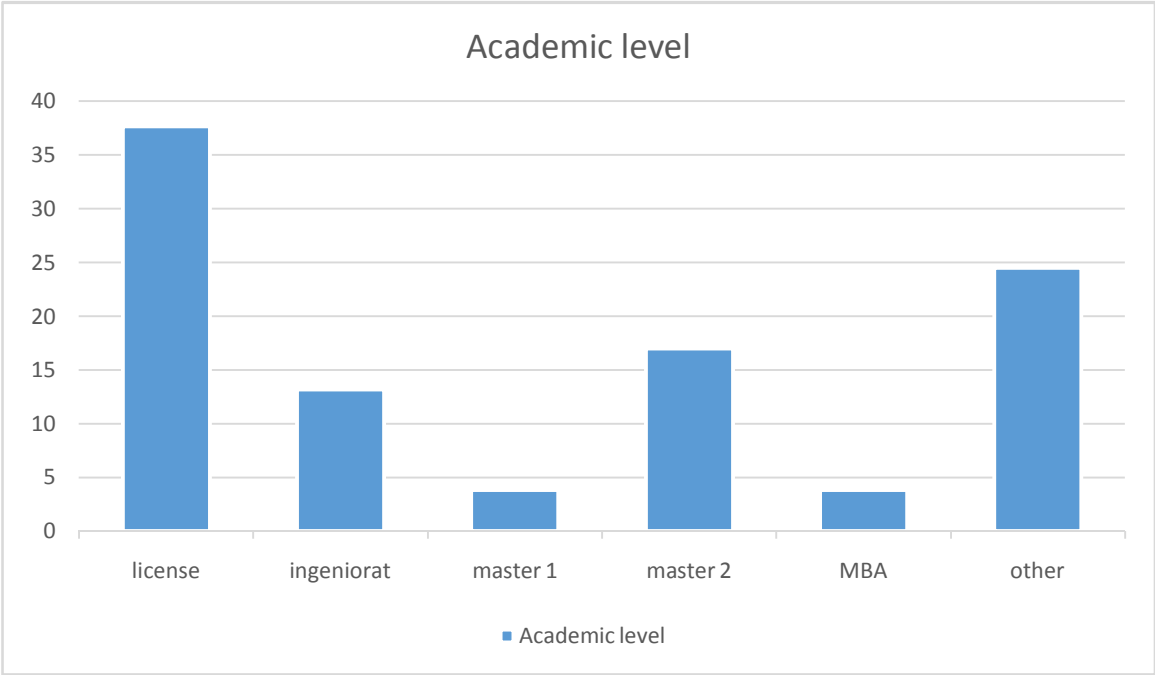
**Table 04: academic level**

sample	frequency	percentage
License	20	37,7
Ingeniorat	7	13,2
Master 1	2	3,8
Master 2	9	17
Phd	0	0
MBA	2	3,8
Other	13	24,5
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 04: academic level**



Source from our survey

The numerical statistics contained in Table NO 04 show that 75% of the community have university degrees and have received university education, and 25% of them have an educational level at private school or national training centers .most of the sample have licence degree with 38% and then comes master 02 with 17% ,at the third rank comes ingeniorat with 13% and then comes master 01 and MBA with the same rate of 4% ,yet Phd certificate has 0% .

A simple extrapolation of the table numbers for the educational level shows that the labor framework of the general direction of Algerie telecom is an educated framework with high professional competence, which makes us inclined to believe that the institution attracts educated frames to give them the opportunity to benefit from their professional and educational capabilities and work to develop them in order to achieve desired goals.

Also, the institution, through the training program prepared at all levels, put the training policy on its shoulders through quick or medium-term training programs to raise the efficiency of its workers.

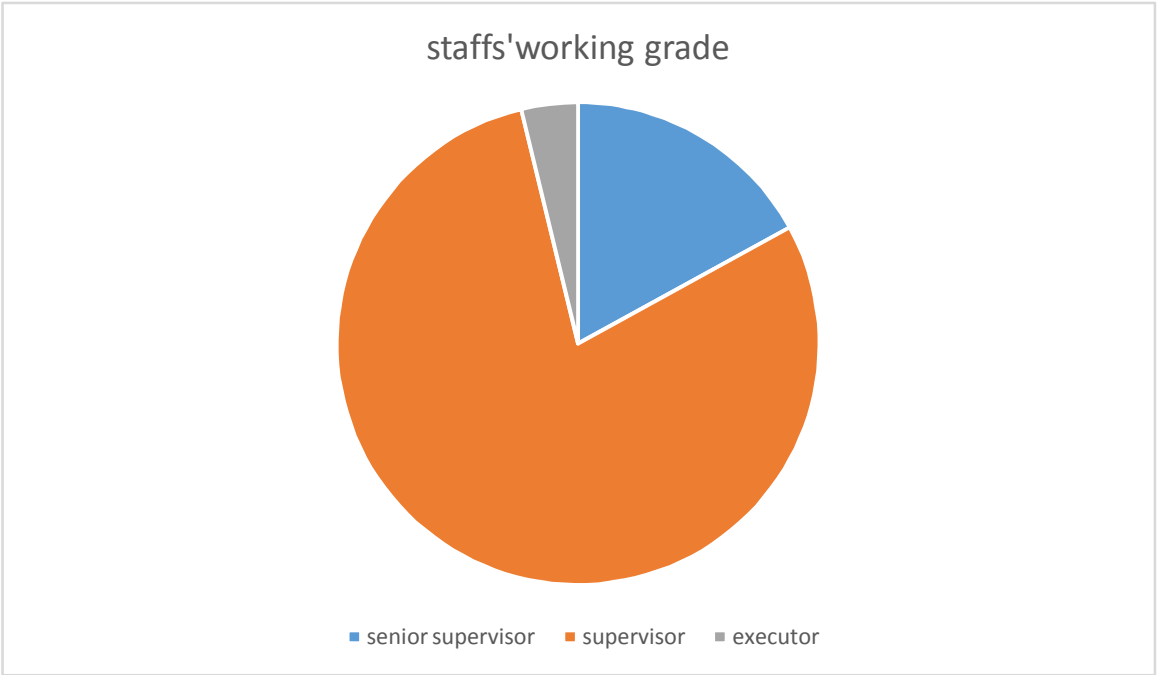
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 05 : working grade.**

Sample	Frequency	Percentage
Senior superior	9	17
Superior	42	79,2
Executor	2	3,8
Total	53	100

Source from our survey

**Figure 05 : working grade**



Source from our survey

As the statistical data shows that the majority of workers in the general direction of algerie telecom are supervisors with a rate of 80% ,then comes the senior supervisors and responsible with 17% , and at least we can notice a minority of employees as executors with a rate of 4%.

Which is logical enough because the general direction is for top and strategic management, therefore they need more supervisors and less executors .

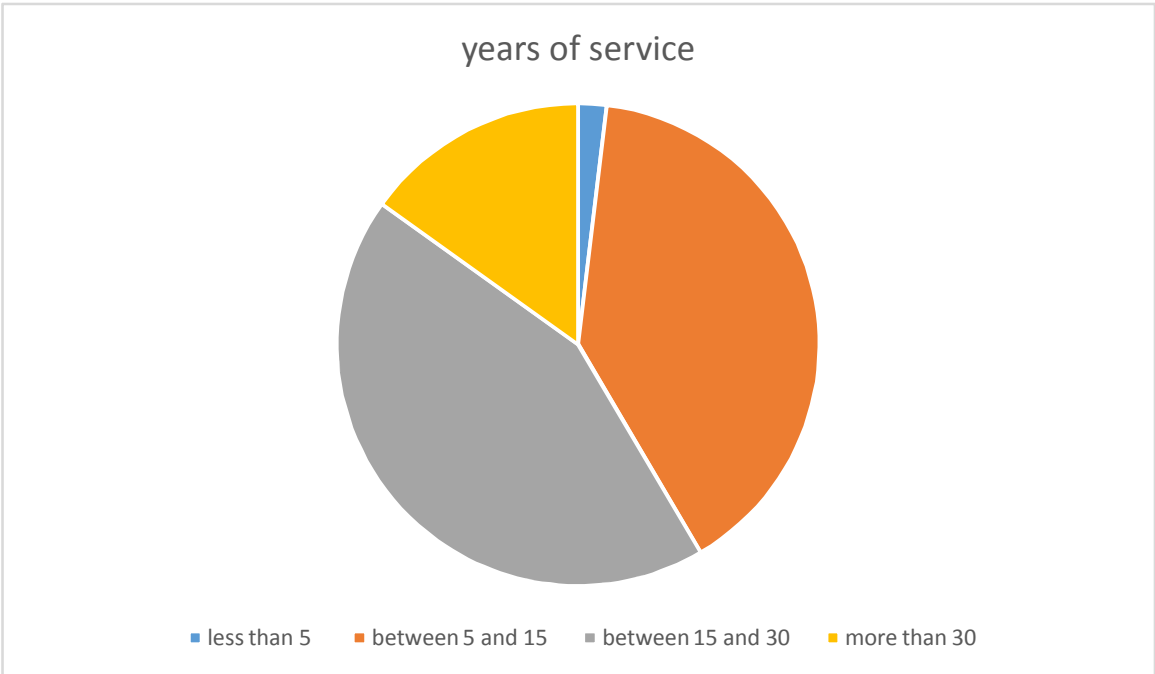
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 06 : Period of service**

years	Frequency	Percentage
Less than 5 years	1	1,9
Between 5 and 15 years	21	39,6
Between 15 and 30	23	43,4
More than 30	8	15,1

Source from our survey

**Figure 06: period of service**



Source from our survey

Knowing the length of service in the organization enables us to know the workers’ acquisition of skills and experience, and to know the nature of the labor force that the company uses as a measure of promotion and recruitment.

We find from the table that the largest proportion of the total community members is represented by workers with experience between 15 and 30 years, which represents 43% and 40% for workers with experience between 5 and 15 years, and 15% for workers with experience greater than 30 years , and only 2% for workers with less than one year of experience. Which is fair enough because strategic fields need more experimented working force ,and also from the interviews we had with some employees

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

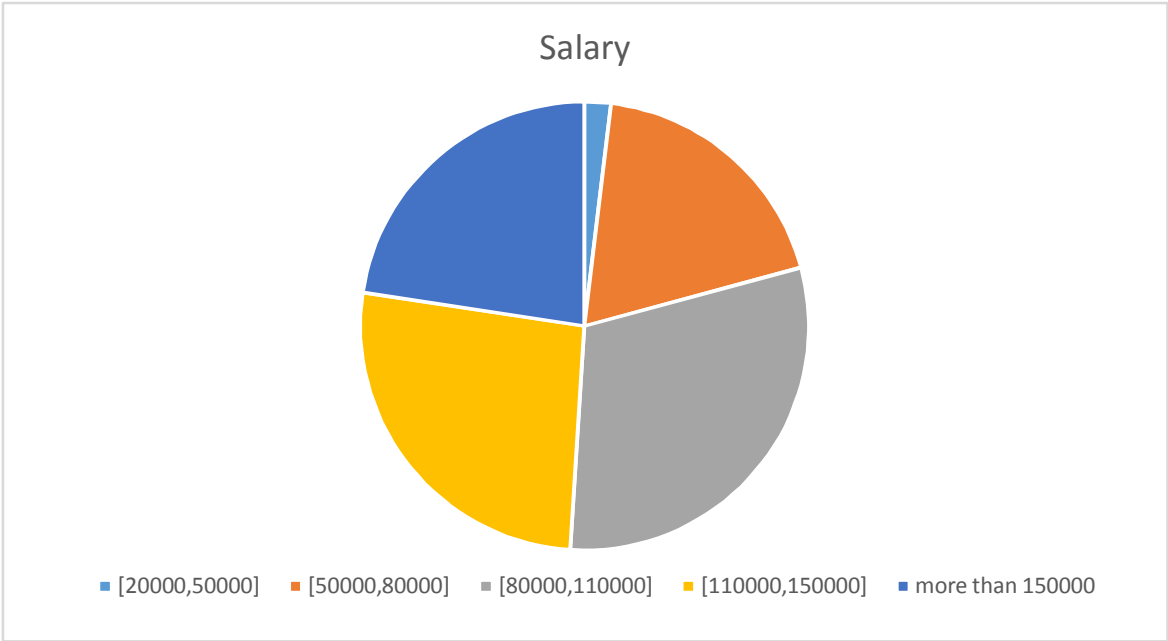
we have noticed that it is not that easy to have a direct position in the general direction ,most of the employees must pass by several operational direction to be able to work in the general direction .

**Table 07: salary**

Salary (DA)	Frequency	Percentage
Between 20000 and 50000	1	1,9
Between 50000 and 80000	10	18,9
Between 80000 and 10000	16	30,2
Between 110000 and 150000	14	26,4
More than 150000	12	22,6
Total	53	100

Source from our survey

**Figure 07 : salary**



Source from our survey

The data of Table No 07 show that 30% of workers’sallary is between 80.000 and 110.000 Da, which is the biggest rate, comes second 26% for these who gain between 110.000 and 150.000 Da , 23% gain more than 150.000 DA , 19% have a salary between 50.000 Da and 80.000 da and finally only 2% gain a salary between 20.000 and 50.000 Da .

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

In light of these statistical indications, we can say that 98% of the members of society have wages above 50,000 dinars, which is a very significant percentage, as it is known, compared to the wages of workers in some other national institutions.

The workers of the company are considered as the second high paid workforce in Algeria after Sonatrach .

**4.2.2 : Material Motivation**

**Control question :**what are your needs in life ?

This question is more like a control question ,to control the level of the concentration of the sample and also ,the amount of relativness between our empirical and our theoretical approach .We had a response of 100% of the sample and all of the answers were about moral and financial needs.

**Table 08 : salary meeting with needs**

Does your salary match your needs?	Frequency	Percentage
always	9	17
Often	30	56,6
Rarely	10	18,9
Never	4	7,5
Total	53	100

Source :from our survey

**Figure 08 : salary meeting with needs**



Source from our survey

### **ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

Through the data of this table, it is clear to us that a large percentage of workers, estimated of 57%, showed that their wage often suits their needs ,19% answered rarely and 7,5 answered Never which is due, according to their reasoning, to the high cost of living, that causes a decrease in purchasing power and the imbalance between renewable needs and the ability to secure and acquire those needs. Statistical evidence that most of those we interviewed have families that they support, and that the family's demands are growing day by day, and therefore no matter how much the wage increases, the needs are constantly increasing, in addition to the factor of rising prices and inflation, which has recently witnessed a significant increase, also the current health state of the country and worldwide because of COVID 19, which workers expressed in the cost of living , despite the noticeable increase in wages.

Also our statistical data indicate that a large percentage estimated 29.44% of the research community answered that the wages are always sufficient. By asking about the reason, it was found that most of the individuals The respondents justified this either because they are responsible for themselves and therefore the costs are lower than those who take on specific family responsibility, or because their families are small in size, meaning that the number of their members is relatively few. Other families.

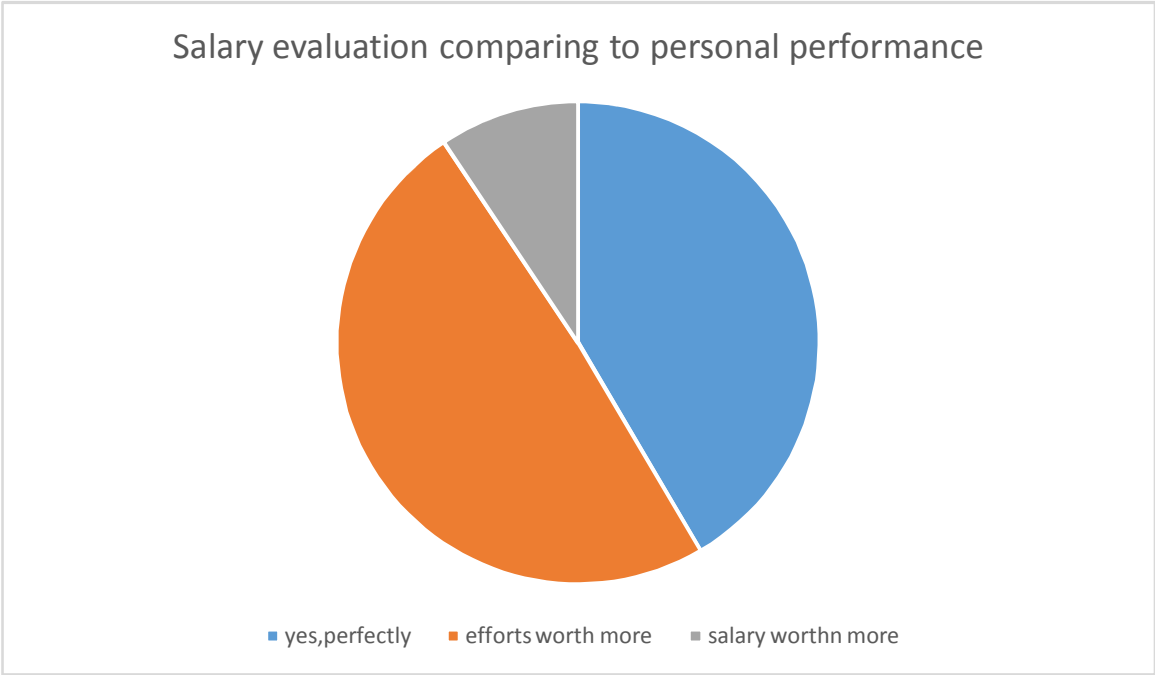
**Table 09 : salary evaluation comparing to personal performance**

Do you think your salary matches your effort at work ?	Frequency	Percentage
Yes, perfectly	22	41,5
My efforts worth more	26	49,1
My salary worth more	5	9,4
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 09: salary evaluation comparing to personal performance**



Source from our survey

The statistical data of this table shows the comparison between the effort expended and the wage received by the worker, as 49% of the community expressed the inequality of the wage paid with the effort expended, meaning that they did not see the proportionality between effort and wage, and by inquiring about the reason for this, it became clear that the percentage of A large number of workers are assigned to carry out work outside the scope of their task or outside the scope of their competence, which leaves them with the impression that the effort expended is greater than the compensation they receive, and this may indicate an overlap in the tasks between some 42% said that their wage suits perfectly their efforts, and 9% said that their salary worths more than their efforts .

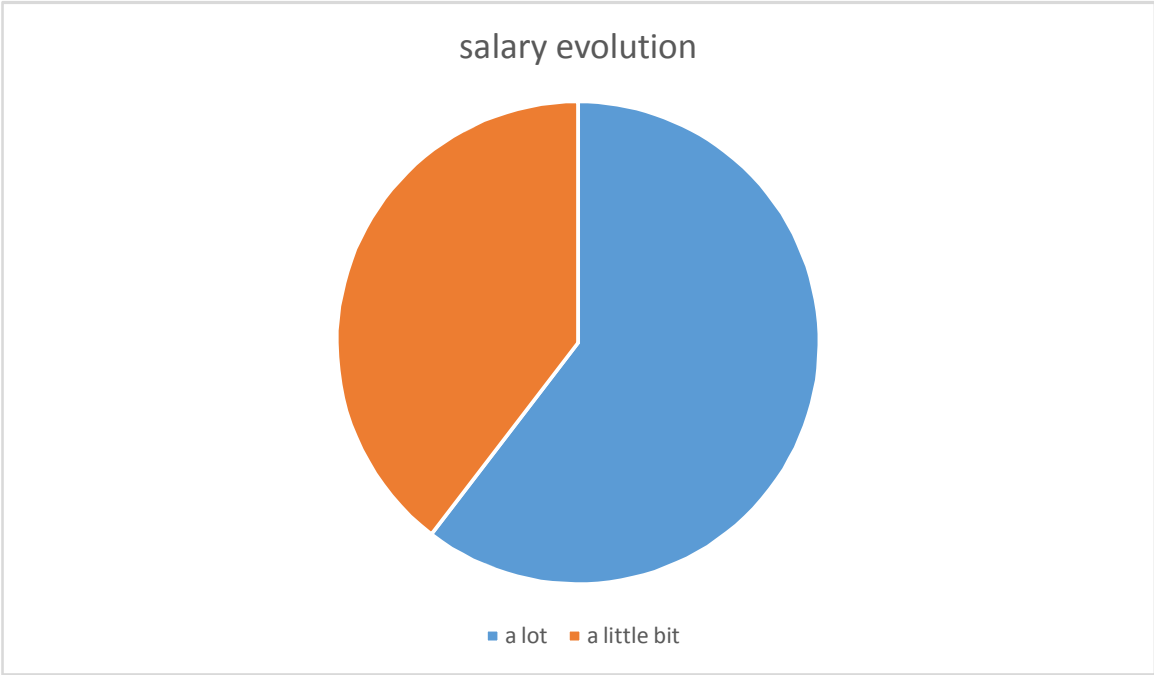
**Table 10 : salary evolution**

Did your salary raise since you were recruited ?	Frequency	Percentage
Agree	32	60,4
Neutral	21	39,6
Disagree	0	0
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 10: salary evolution**



Source from our survey

Through the statistical data shown, it is clear that the overwhelming majority of society members, estimated at 60%, confirmed that their wages have known a regular increase since they began their duties and joined their job, because of the strategic regulations of the company, that gives big importance to financial incentives such as promotions, grade advancement and bonuses in order to increase employees ‘organizational effectiveness.

Another group of the sample, estimated at 40%, expressed that They did not receive significant increase in their wages.

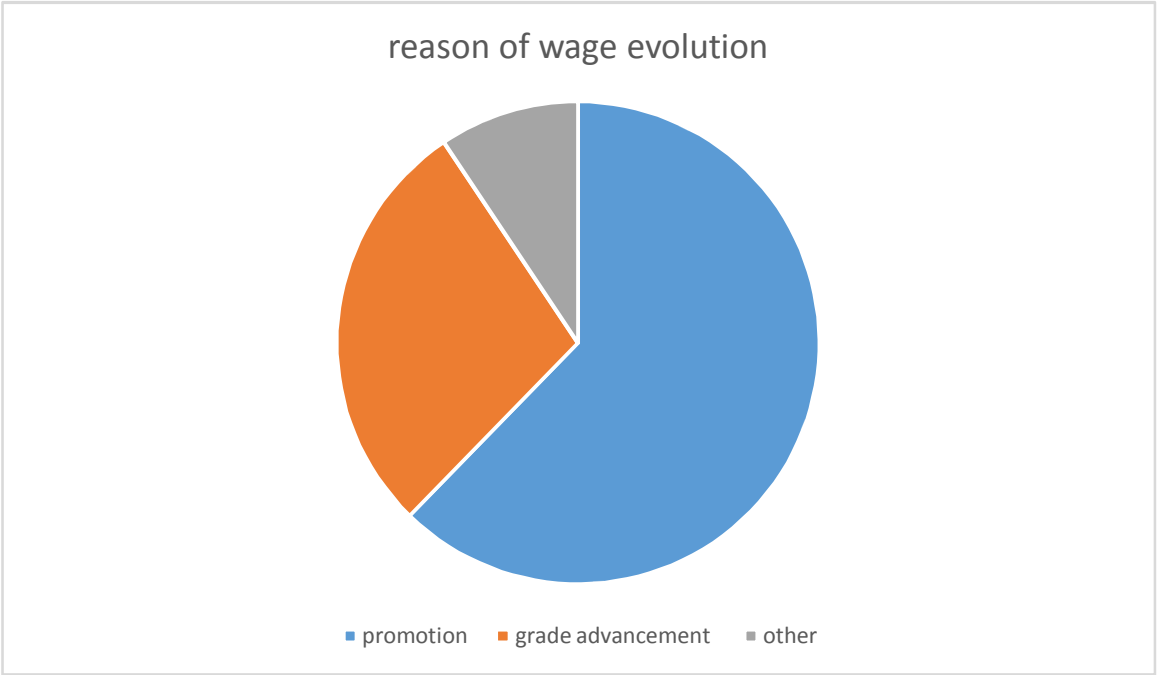
**Table 11 : reasons of wage evolution**

What do you think is the reason of your salary evolution?	Frequency	Percentage
Promotion	33	62,3
Grade advancement	15	28,3
Other	5	9,4
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Figure 11: reasons of wage evolution**



Source from our survey

From the Data collected we can see that the increase in wages is under various bases, including promotion with 62%, 28% of the increase directly related to career progression or grade advancement, followed by 9% of community members who expressed “Other” such as having bonuses on commissions, and annual grants.

**Table 12 : the influence of material motivation on personal performance :**

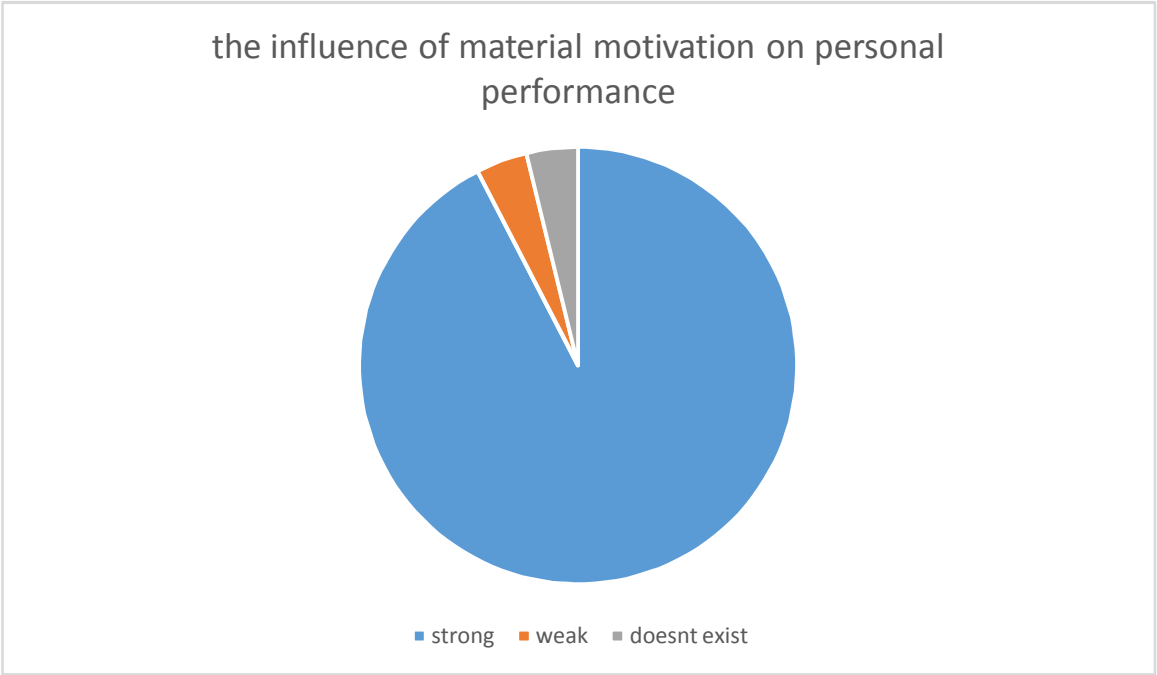
Do you think that a raise in your salary will influence your performance ?	Frequency	Percentage
Strongly	49	92,5
Weakly	2	3,8
Never	2	3,8
Total	53	100

Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

---

**Figure 12:the influence of material motivation on personal performance :**



Source from our survey

The statistical data contained in this table indicate that 92% of the research community members confirmed that the increase in wage strongly increases the production of the institution, while 4% of them stated that the increase in wage weakly increases the production of the institution, while 4% of the individuals thinks that there the increase of wages doesn't impact their personal performance. These statistics undoubtedly indicate that financial incentives, including an increase in wages, would motivate the majority of worker to exert more effort and thus increase the production of the enterprise and then achieve additional profits, and we may confirm this on what we said in the theoretical aspect that incentives It plays an effective role in motivating the individual to exert more effort and achieve significant additional profits.

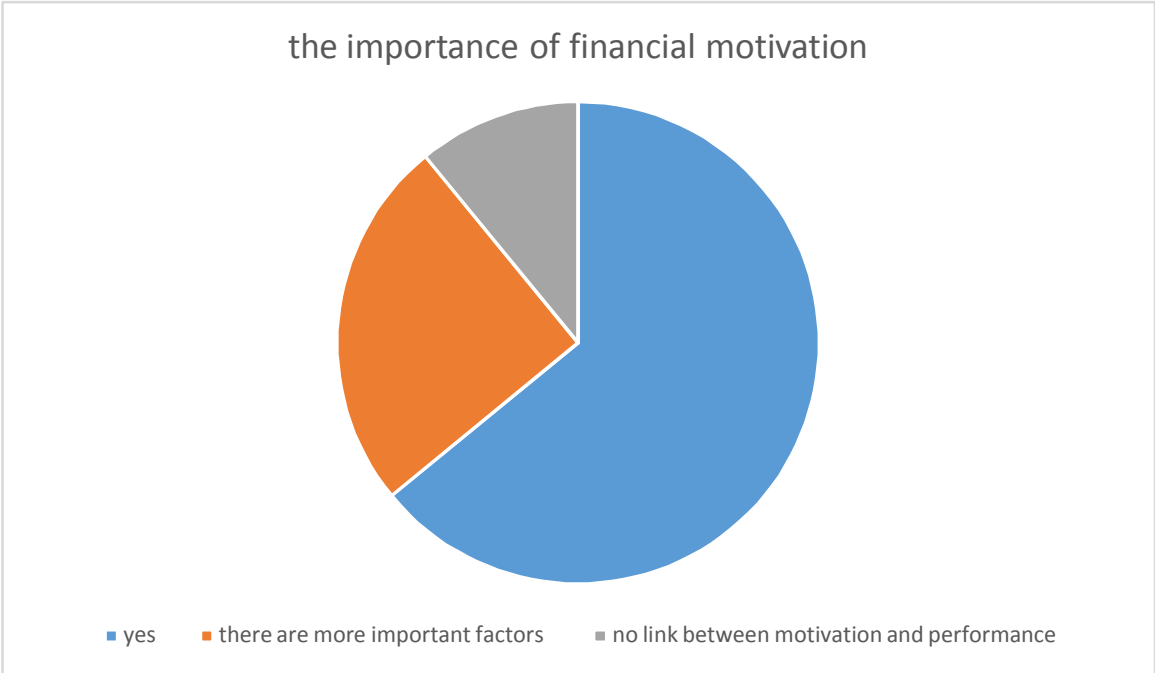
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 13 : the importance of financial motivation**

Do you think that financial motivation is the only key to a better performance?	Frequency	Rating
Yes,generally	20	37,7
No,there are more important factors	30	56,6
Motivation has nothing to do with performance	3	5,7
Total	53	100

Source from our survey

**figure 13 : the importance of financial motivation**



Source from our survey

The data show that the majority of the committee agree on the fact that financial motivation is the only key factor for a better performance, yet 25% admit that there are other factors for motivation, and only 11% thinks that there is o% relationship between motivation and personal performance .

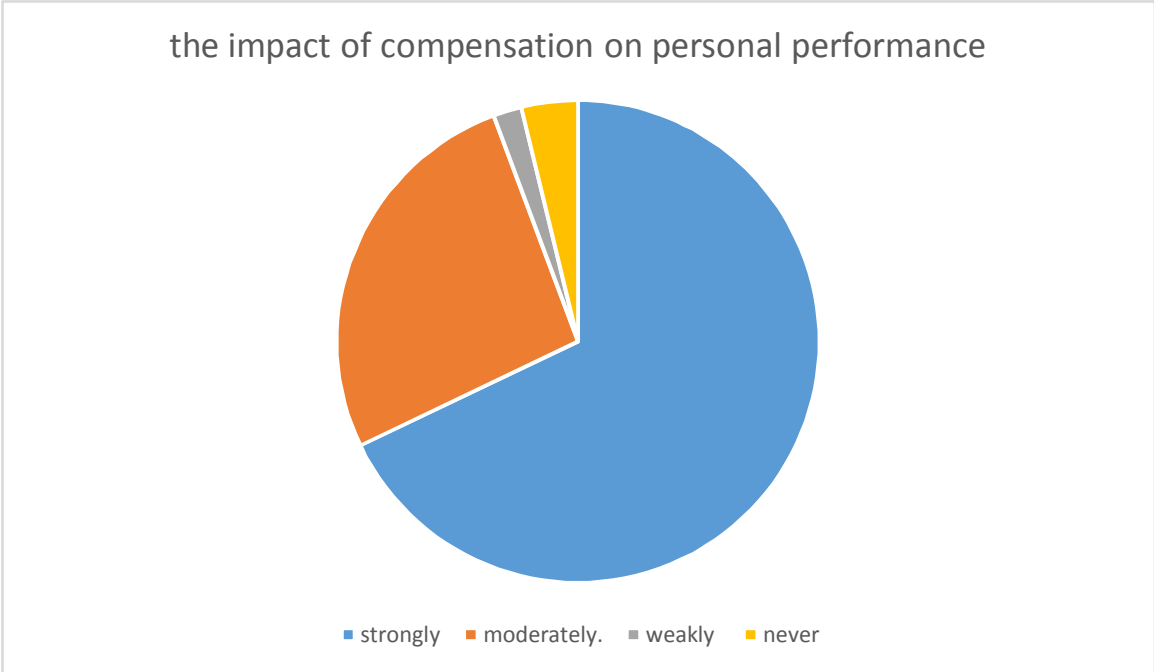
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 14 : the impact of compensation on personal performance**

Do you think having bonuses on your efforts to the company’s profits will influence your performance ?	frequency	Percentage
Strongly	36	67,9
Moderately	14	26,4
Weakly	1	1,9
Never	2	3,8
Total	53	100

Source from our survey

**Figure 14 :the impact of compensation on personal performance**



Source from our survey

The data shows that 96% expressed their benefit from the profits achieved by the institution and indicated that they benefit from these profits in the form of annual grants called the profit grant, and it was estimated in the last 3 years at 33,0000.00 DA per worker, and it should be noted here that The institution offers the same amount for all workers in order to achieve justice, neglecting all sorts of performance evaluation .and from the documents that we had from the direction of human resources it seems that the company doesn’t have an established performance key factors to evaluate its employees with .

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

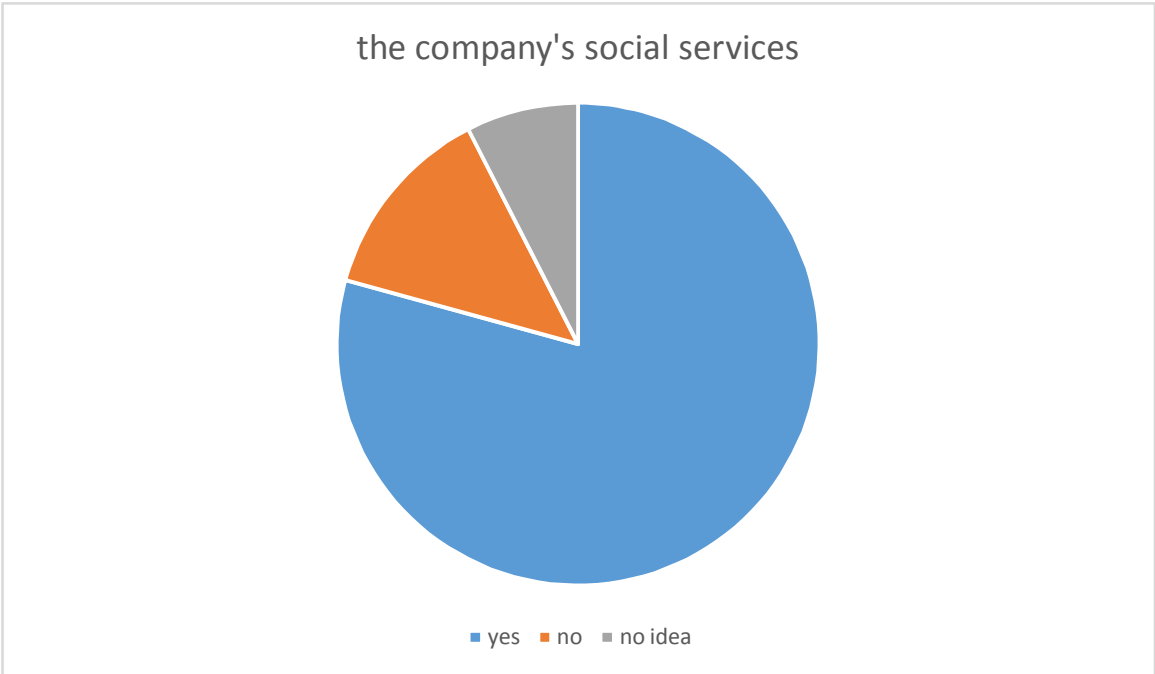
The data in the above table indicate that 86% of the sample expressed a strong relationship between profit participation and an increase in the rate of cooperation in order to achieve the goals of the institution, while 26% of society members expressed moderately a relationship between participation in profits and an increase in the rate of cooperation in order to Achieving the objectives of the institution, and 2% expressed weakly, while 4% of the community expressed the lack of a relationship. Which means that there is no doubt that profit sharing is one of the main indicators of increased cooperation in order to achieve the objectives of the institution.

**Table 15 :social services**

Does your company provides social services to its employees?	Frequency	Percentage
Yes	42	79,2
No	7	13,2
No idea	4	7,5
Total	53	100

Source from our survey

**Figure 15 : social services**



Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

Throughout the data basis of our survey and the collected documents and interviews, it is clear that the institution provides services of a social nature to workers, including health services, nutrition-related services, summer camps, kindergarten and others.

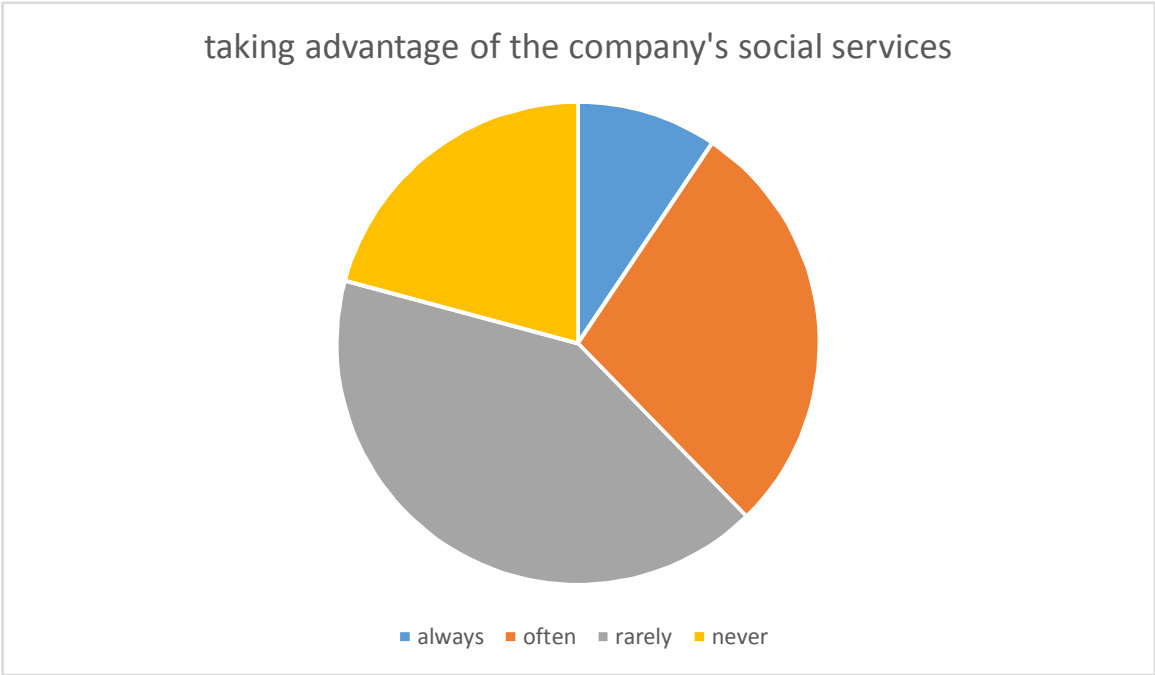
79% of the research community expressed that the institution provides social services to workers, while these services were not recognized by a group of members of these The community 21%, and it is known that the services provided by the institution to the workers are considered as an additional incentive for workers to raise the workers’ performance their feeling of relatedness to the company .

**Table 16 : taking advantage of social services**

Do you take advantage of your company’s social services ?	Frequency	Percentage
Always	5	9,4
Often	15	28,3
Rarely	22	41,5
Never	11	20,8
Total	53	100

Source from our survey

**Figure 16 :taking advantage of social services**



Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

Through the figure , the statistical data indicates that the percentage of beneficiaries of the services provided by the Foundation to workers on an ongoing basis is 9% of the total rate of the research community,28% of the community often take advantage , while 41% of the community have benefited from the services from rarely, and 21% of them expressed that they never had access to these services.

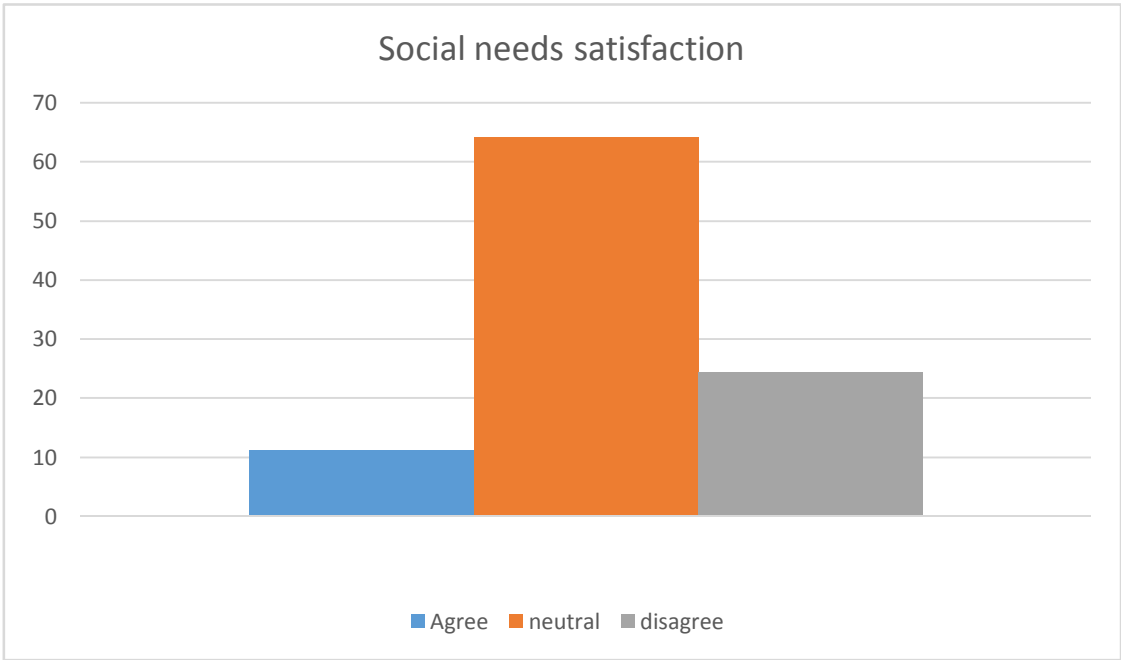
Undoubtedly, the data presented in the table about workers’ access to social services indicates a kind of disorder in benefiting from those services,therefore we had to ask some workers about this, it became clear that some of them are not sufficiently familiar with the services provided by the institution, or their needs doesn’t match exactly the social services that the company provides, which means that there is a lack of communication aspect On the part of the institution, as well as the lack of interest of the employees in the services provided.

**Table 17 : social needs satisfaction**

Do you think that the social services that your company provides suits your social needs ?	Frequency	percentage
Agree	6	11,3
Neutral	34	64,2
Disagree	13	24,5
Total	53	100

Source from our survey

**Figure 17 : social needs satisfaction**



Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

Statistical evidence confirms that the services provided by the institution are considered insufficient and not enough to satisfying some of the needs that the individual aspires to.

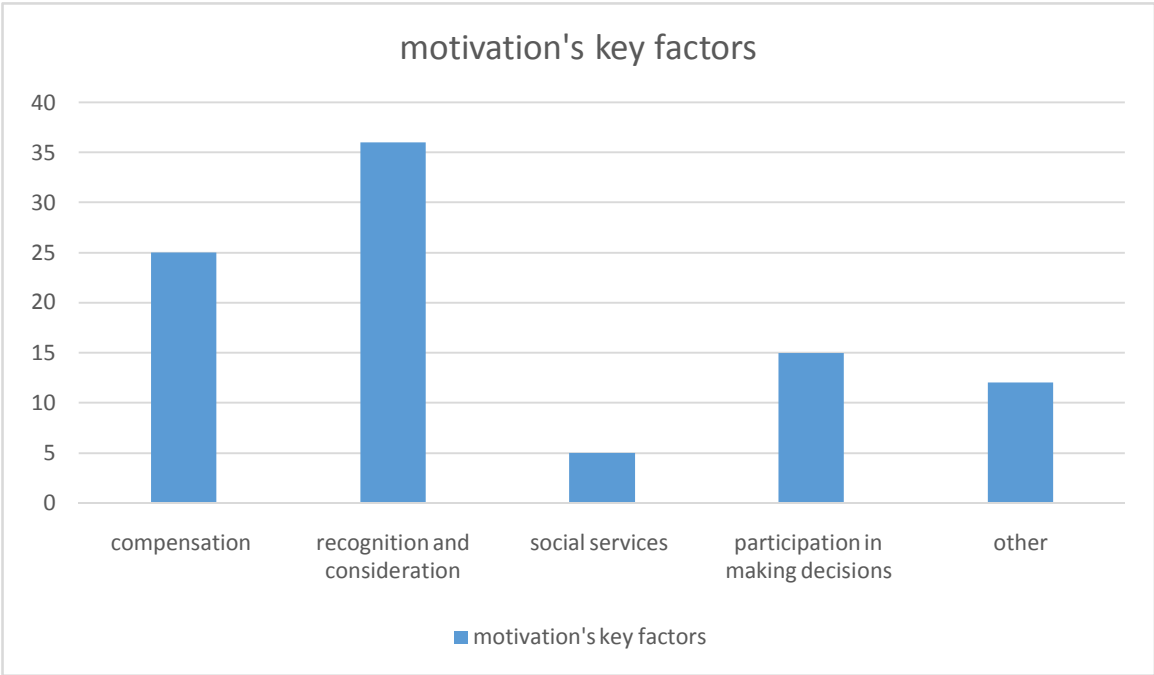
While only 11% of the research community members expressed their satisfaction with the services provided by the institution, 64% of them that these social services somehow suit their social needs, and 24% expressed never .And it is known that the services provided by the institution are part of the financial incentives that benefit the worker, and they represent the importance Seriously, if the institution is able to guarantee the worker services to compensate for the shortfall that may permeate the worker’s wage.

**Table 18 : motivation’s key factors**

In your opinion what are the key factors of motivation ?	Frequency	Rating
Compensation	25	47,2
Recognition and consideration	36	67,9
Social services	5	9,4
Participation in making decision	15	28,3
Other	12	22,8

Source from our survey

**Figure 18: motivation’s key factors**



Source from our survey

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

In this question we gave the sample the right to chose multiple answers ,and as we can see that the major key factor of motivation for AT employees is recognition and consideration with 35 votes , comes second the compensation with 25votes ,then the participation in making decisions with 15votes , 12 votes went for ‘other key factors ’which are mostly financial factors ,and only 5 votes for social services .

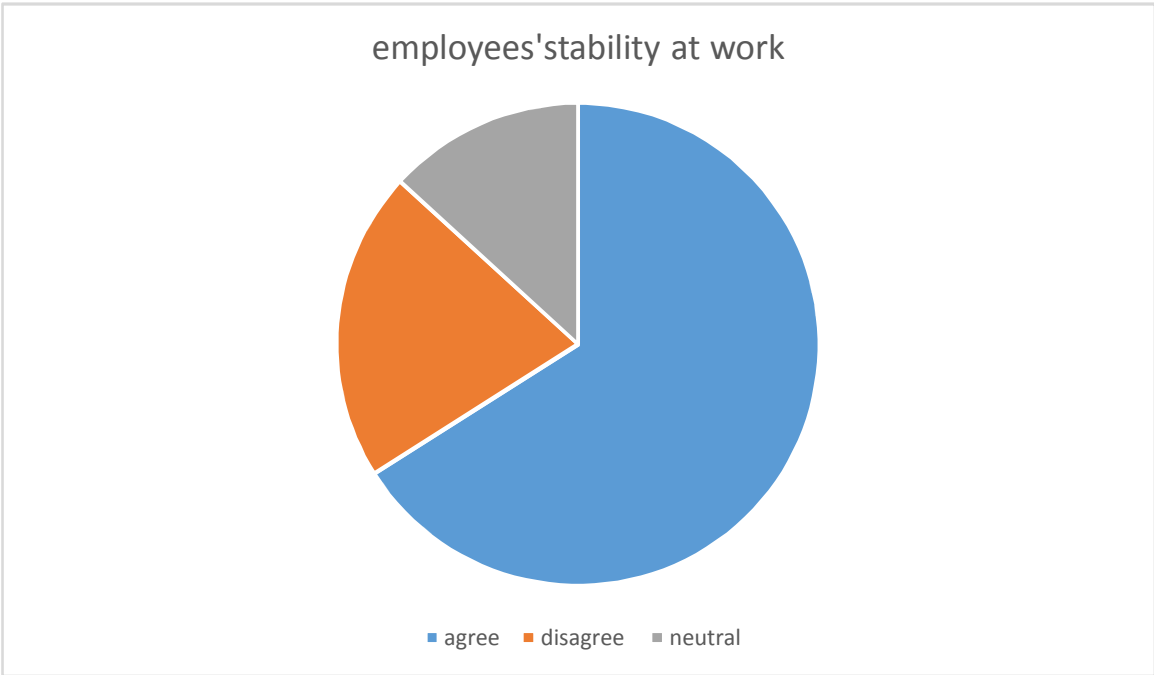
**4.2.3 Moral motivation :**

**Table 19 : stability and comfort of the employees**

Do you feel stable and comfortable in your work ?	Frequency	Percentage
Agree	35	66
Disagree	11	20,8
Neutral	7	13,2
Total	53	100

Source from our survey

**Figure 19 : stability and comfort of employees**



Source from our survey

Statistical data confirms through the table and figure that 66 % of the research community members have a relationship between job suitability and increased sense of stability,only 13% of them don't feel any relationship between their job and the sens of stability and comfort , yet 21% of them confirmed the absence of that relationship, and

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

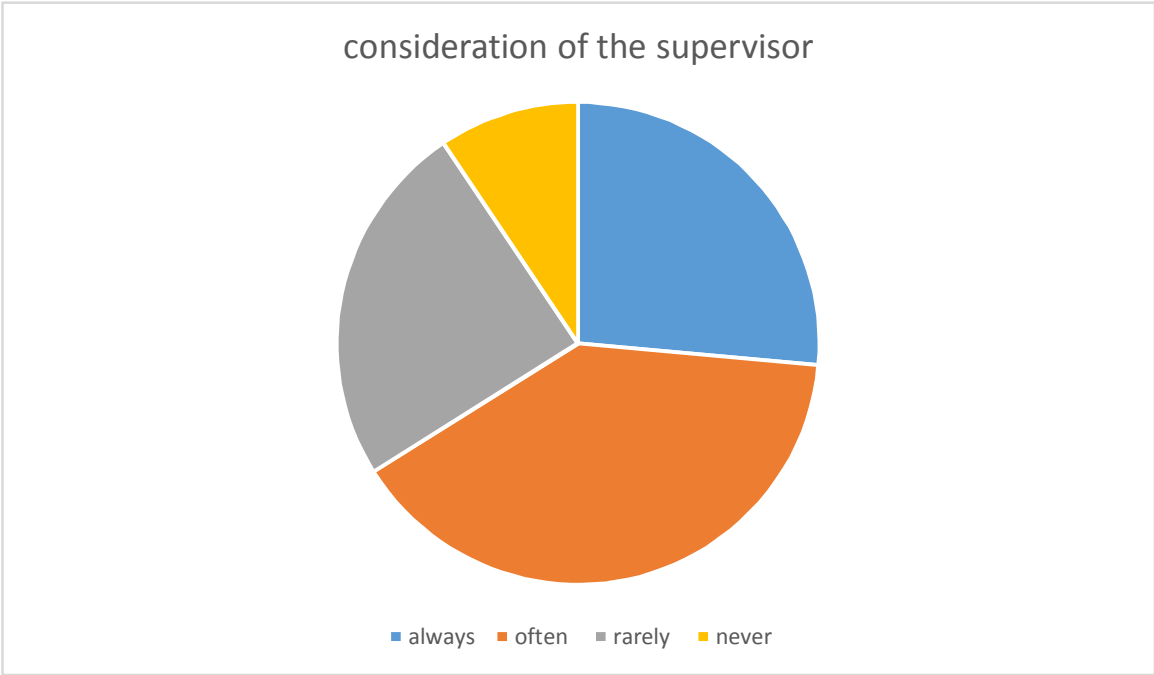
the fact that one of the factors of worker stability is related to his ability to control his job and work, Because that is what makes him confident in his abilities to solve all the problems that get in his way while doing his work.

**Table 20 : the consideration of supervisors**

Do you feel considered by your supervisor ?	Frequency	Percentage
Always	14	26,4
Often	21	39,6
Rarely	13	24,5
Never	5	9,4
Total	53	100

Source from our survey

**Figure 20 : the consideration of supervisors**



Source from our survey

The statistical data contained in this table indicates that a great rate of workers, estimated 40%, confirm that supervisors often recognize and appreciate the efforts made by workers, while some workers, whose percentage is estimated at 26%, confirm being recognized all the time ,25% of the research community rarely feels considered by their superior supervisors ,and only a small rate of 9% never feels considered or recognized .

These figures also show the importance of recognizing and consideration by the supervisor as an indicator of trust granted by supervisors to workers, which increases

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

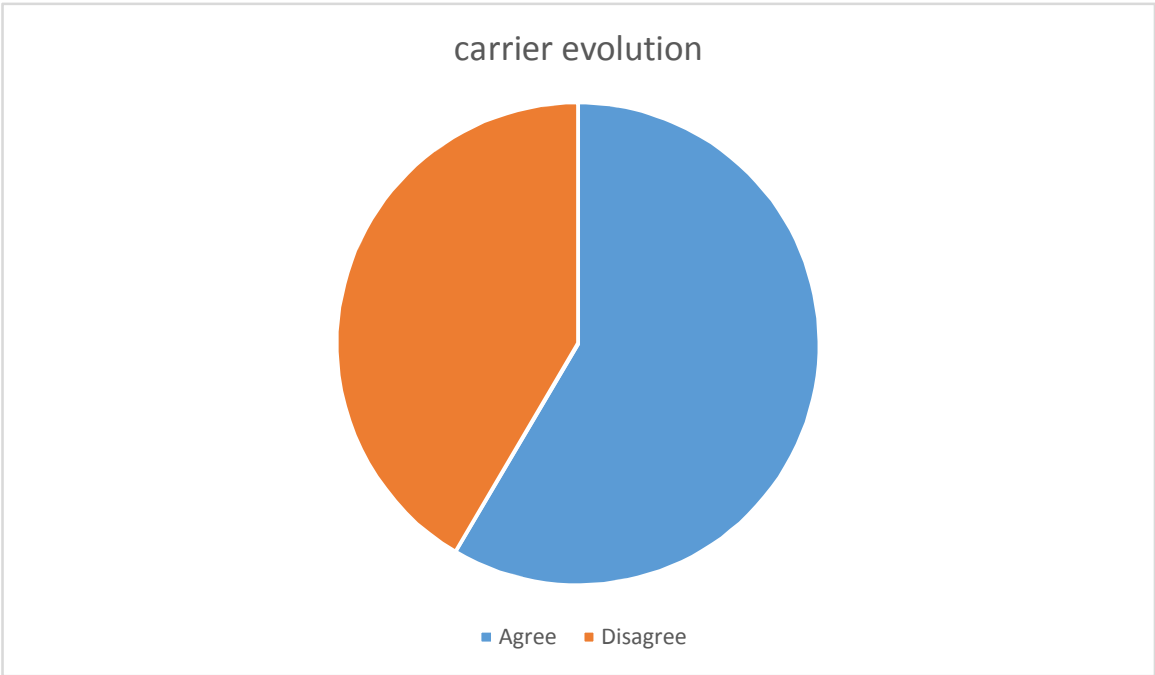
the worker’s confidence in his abilities and capabilities, and this inevitably leads to an increase in his morale and an increase in his ability to produce and productivity.

**Table 21: professional carrier advancement**

Do you think that your professional carrier is advancing ?	Frequency	Percentage
Agree	31	58,5
Neutral	0	0
Disagree	22	41,5
Total	53	100

Source from our survey

**Figure 21 : professional carrier advancement**



Source from our survey

From the statistical data collected , we can see that the professional carrier of most of the research community said 58,5% has advanced and the rest of the sample said 41,5 didn’t get any advancement in their carriers .

From the documents provided to us, it was clear that all of the workers take advantage of at least the grade advancement regulation ,yet by asking some of the workers ,we noticed that the carrier evolution in their opinion is not only about raising your grade ,but the real evolution is developing their working skills and knowledge

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

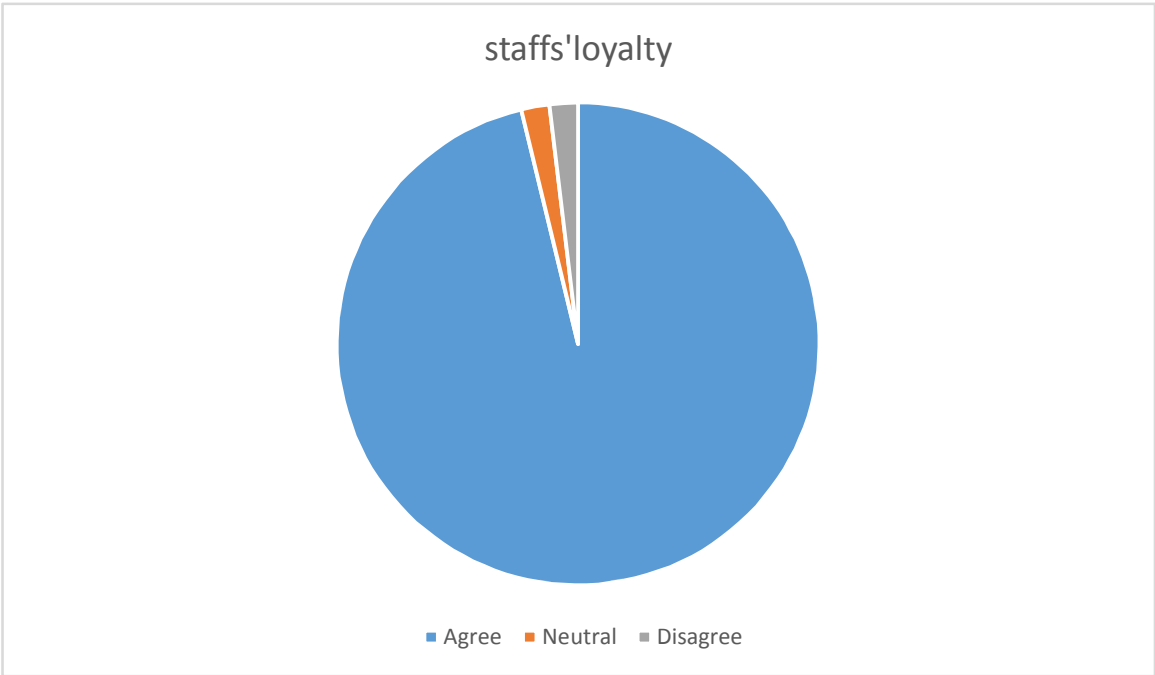
,learning new tasks ,or even changing completely their work which was not the case for them .

**Table 22 :staffs ‘loyalty**

Do you feel that you belong to your company ?	Frequency	Percentage
Agree	51	96,2
Neutral	1	1,9
Disagree	1	1,9
Total	53	100

Source from our survey

**Figure 22: staffs ‘loyalty**



Source from our survey

The statistical data contained in the above indicates that 96,2% of the institution’s members confirm that they are highly connected to the institution, and 1,9% of them expressed that they are moderately connected to the company ,a small rate of 2% feel weakly connected, and 1,9% do not feel connected at all to the institution.

the connection with the institution is a positive indicator of the worker’s sense of stability, which is a positive factor in loyalty and work. To achieve the goals of the institution, and there is no doubt that among the main factors that achieve this, i.e. the worker's association with the institution is his feeling of satisfaction and stability.

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 23 :work environment**

Describe your work environment	Frequency	Percentage
Excellent	6	11,3
Good	28	52,8
Mediocre	13	24,5
Toxic	6	11,3

Source from our survey

**Figure 23 :work environment**



Source from our survey

Working environment is really important in increasing or decreasing the employees performance , studies showed that it plays a huge role in the moral health of individual too , which can be a great factor for motivation

Based on the collected data we can see that the majority of AT employees rated with 53% think that their working environment is good , the second biggest rate which is 25% think that the environment is mediocre , and a rate of 11% answer from the research community think that the environment is excellent , the same rate thinks that it is toxic .

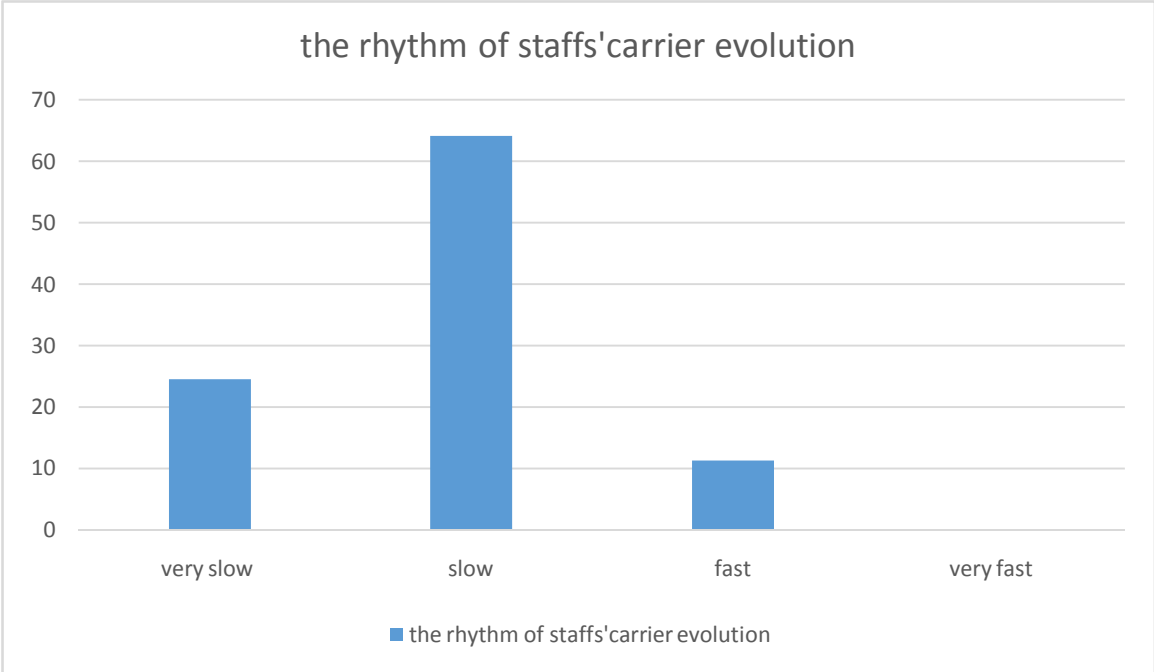
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 24: the rhythm of staffs ‘carrier advancement**

What do you think about the rhythm of your carrier evolution ?	Frequency	Percentage
Very slow	13	24,5
Slow	34	64,2
Fast	6	11,3
Very fast	0	0
Total	53	100

Source from our survey

**Figure 24: the rhythm of staffs ‘carrier advancement**



Source from our survey

We notice in the above results that more than half of the respondents think that the advancement of their careers is slow 64%, 25% think it is too slow , 11% think it is fast and a none of them think the pace advancement in their careers is too fast.

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

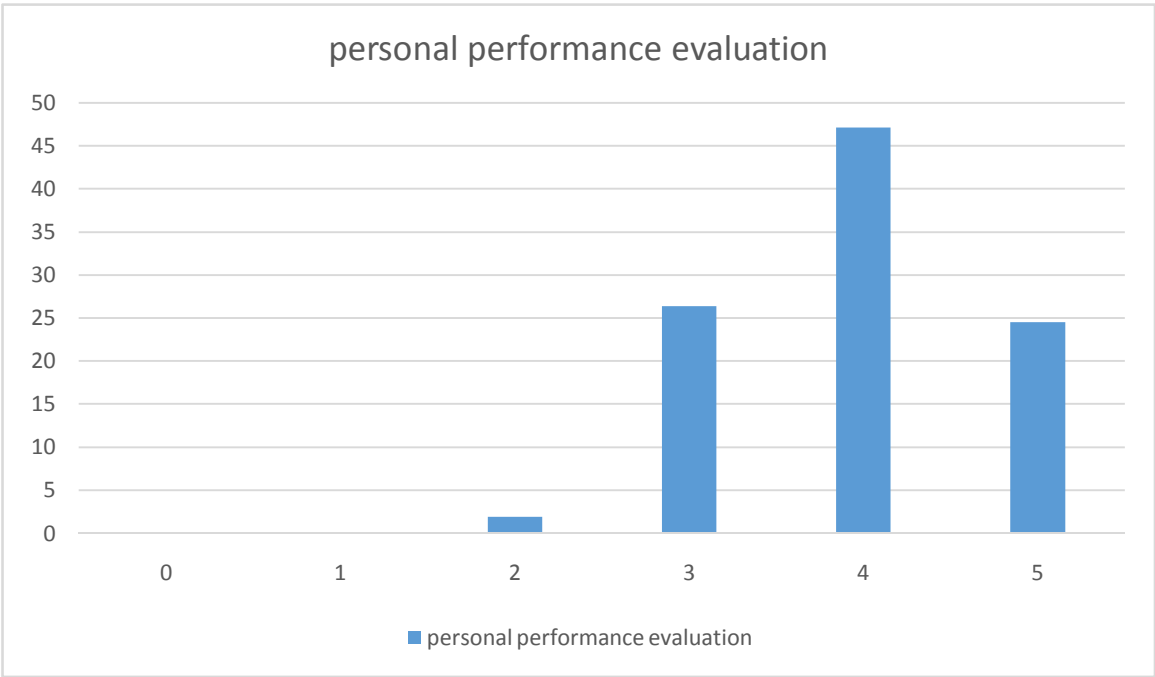
**4.2.4 : performance**

**Table 25: personal performance evaluation**

In a scale of 1 to 5,how much would you give your performance ?	Frequency	Percentage
0	0	0
1	0	0
2	1	1,9
3	14	26,4
4	25	47,2
5	13	24,5
Total	53	100

Source from our survey

**Figure 25: personal performance evaluation**



Source from our survey

The statistical data shows that the majority of 42% of the research community gave a 4 in a scale of 5 to their working performance which is really good , and 24% of them rated their performance a 5 which is excellent , 26% rated 3 which is close to good , and only 2% rated 2 which is normal and none of them voted for 0 or 1 , which shows the high self esteem and the confidence that the employees of general direction of algerie telecom has .

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 26 : the company’s profits**

Does your company makes good annual profits ?	Frequency	Percentage
always	30	56,6
often	22	41,5
rarely	1	1,9
never	0	0
Total	53	100

Source from our survey

**Figure 26 :the company’s profits**



Source from our survey

Statistical analysis of the data in the above table indicates that Algerie Telecom is experiencing remarkable prosperity in the profit index that it achieves periodically.30 members of the research sample expressed their conviction that the institution always achieves significant profits on an ongoing basis,25 memebtrs answered “often”, only one member answered ‘rarely’ , and no one said never. as evidenced by the fact that most individuals benefit from those benefits and profits.

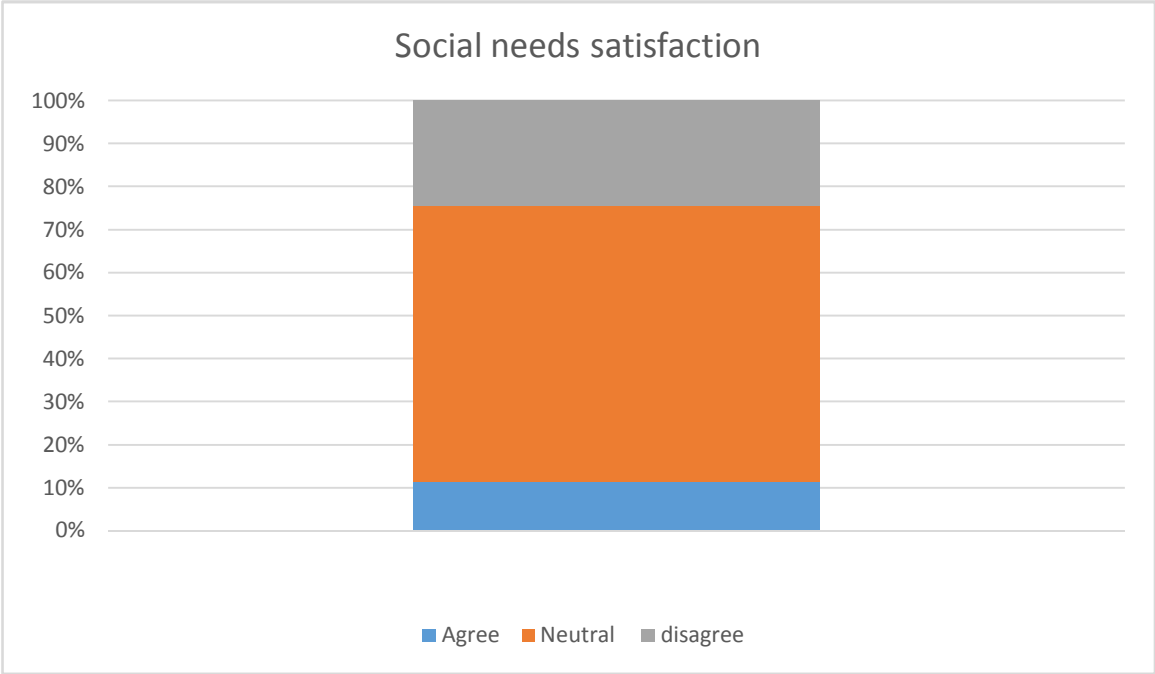
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 27 : social needs satisfaction**

Do you think that the social services that your company provides suits your social needs ?	Frequency	percentage
Agree	6	11,3
Neutral	34	64,2
Disagree	13	24,5
Total	53	100

Source from our survey

**Figure 27 : social needs satisfaction**



Source from our survey

Statistical evidence confirms that the services provided by the institution are considered insufficient and not enough to satisfying some of the needs that the individual aspires to.

While only 11% of the research community members expressed their satisfaction with the services provided by the institution, 64% of them that these social services somehow suit their social needs, and 24% expressed never .And it is known that the services provided by the institution are part of the financial incentives that benefit the worker, and they represent the importance Seriously, if the institution is able to

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

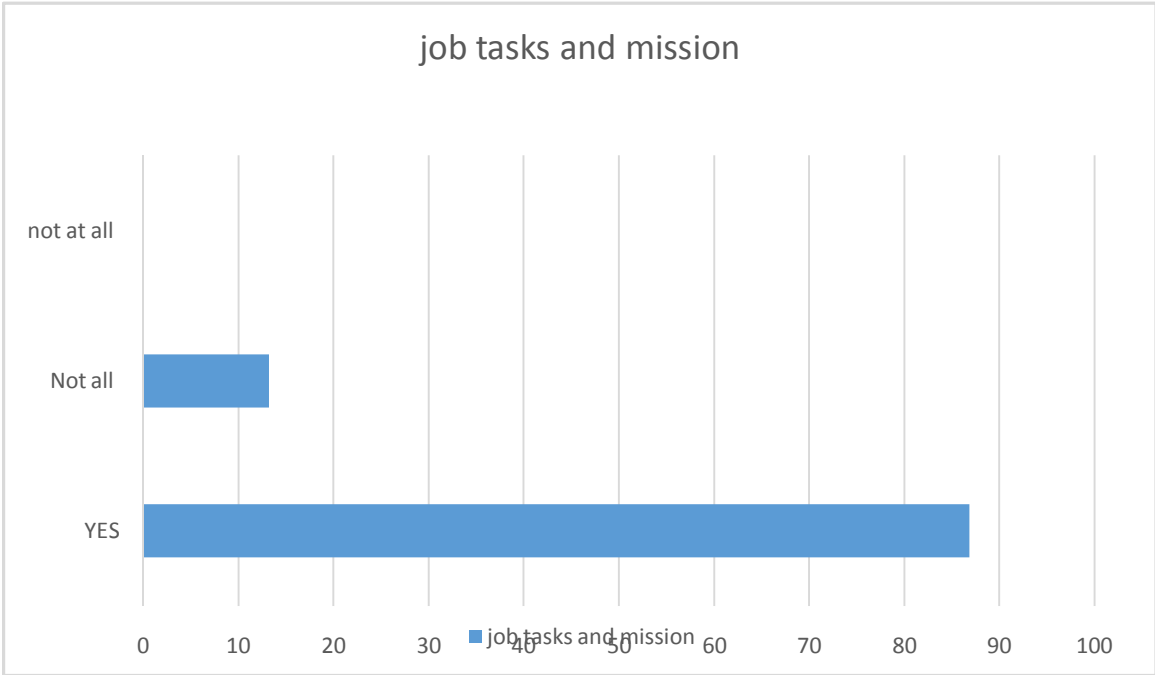
guarantee the worker services to compensate for the shortfall that may permeate the worker’s wage.

**Table 28 : job enquiries**

Do you know all of your job tasks and missions ?	Frequency	Percentage
yes	46	86,8
Not all	7	13,2
Not at all	0	0
Total	53	100

Source from our survey

**Figure 28 :job enquiries**



Source from our survey

The statistical data in the figure show that the majority of 87% of the community know exactly their work assignments and tasks and only 13% of them don’t know everything about their jobs assignments , which can indicate the transparency that AT is providing to its employees for a better performance .

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 29: staffs ‘skills**

Do you thinks that’s your personal skills match your job enquiries ?	Frequency	Percentage
I deserve better	21	39,6
Perfectly	30	56,6
I deserve less	2	3,8
Total	53	100

Source from our survey

**Figure 29 :staffs ‘skills**



Source from our survey

The statistics data show that 57% of the research community confirm the perfect suitability of the job they perform, and that 40% of them do not see the suitability of the job for them and that they deserve better position, and only 4% said that their job is way to much for their skills and abilities . there is no doubt that the suitability of the job for the worker is one of the main factors that support his stability because he feels confident in his ability and capabilities to complete the tasks perfectly

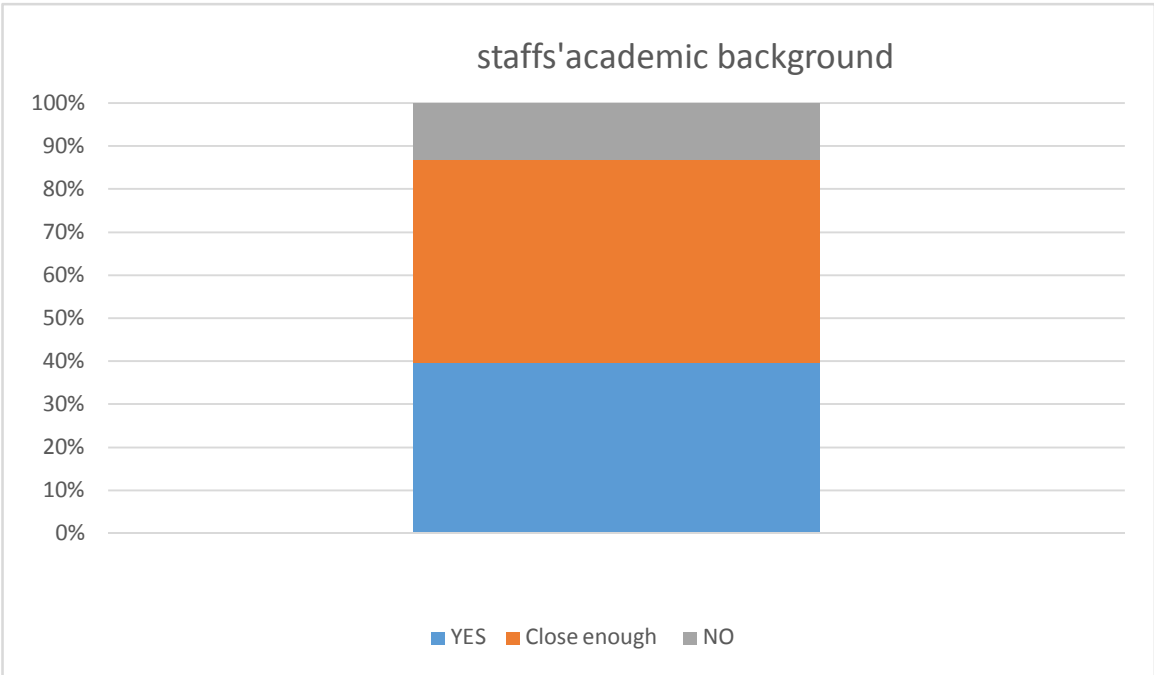
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 30 : academic background**

Does your job enquires suit your academic background ?	Frequency	Percentage
Yes	21	39,6
Close enough	25	47,2
No	7	13,2
Total	53	100

Source from our survey

**Figure 30 : academic background**



Source from our survey

The statistical data contained in this table indicate that 40% of the community members confirm that the work they do stems from their specialization, while only 47% of them confirm that they do work that is close enough to their specialty, and only 13% confirm that their work has nothing to do with their academic background and speciality. and this is undoubtedly one of the prominent factors in achieving Stability at work because the individual feels first that he performs a job that he controls, which increases his confidence, and secondly he feels that the institution cares about him because it is in the need of his competence.

**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 31: company’s efforts on personal’s performance**

In your opinion ,does your company help you developing your professional skills	Frequency	Percentage
Yes, so many things	17	32,1
Not as needed	27	50,9
No , not at all	9	17
Total	53	100

Source from our survey

**Figure 31: company’s efforts on personal’s performance**



Source from our survey

through the statistical data contained in the above , it is clear that 32% of the research community members confirmed that the organization trains workers to take responsibility, while half of the sample expressed that the organization trains them but not as needed to develop their professional skills , 17% of the research community said that the organization doesn’t do anything at all to develop their skills .

from our collected data and documents it is clear that the company invest in training to develop its personal ‘skills ,it contributes to raising the level of the worker to be more effective and more productive, and this also contributes to raising the morale of the worker and achieve job satisfaction.

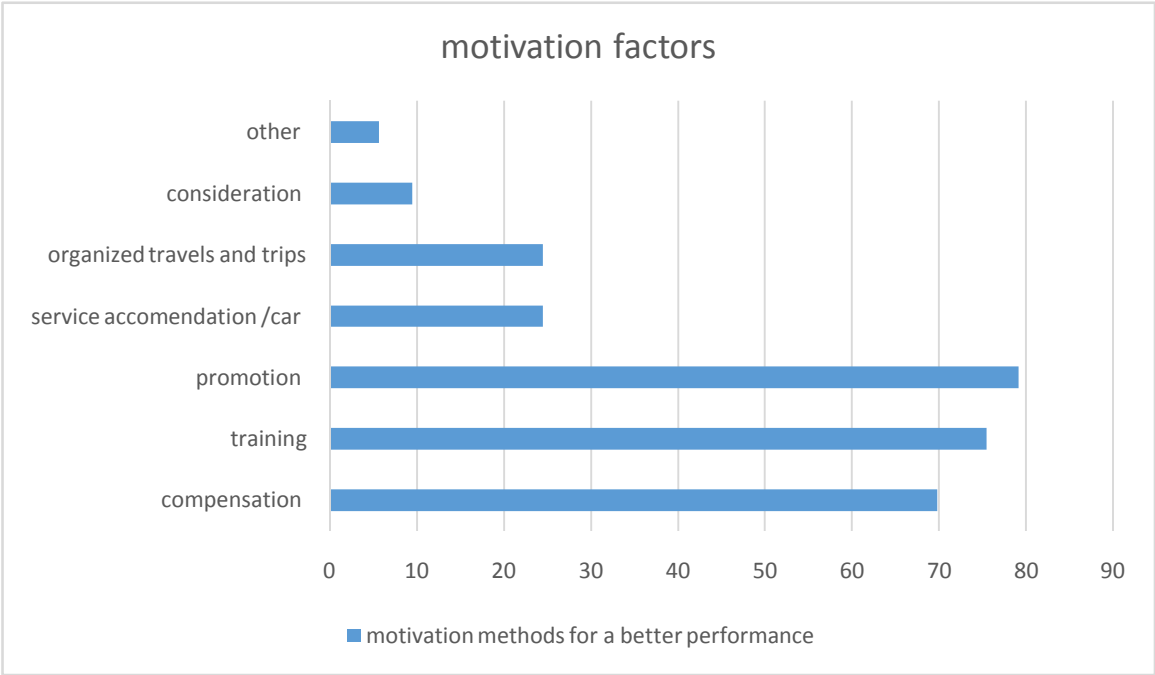
**ChapterIII The link between motivation and performance inside of the general direction of ALGERIE TELECOM**

**Table 32 factors of motivation**

In your opinion ,what are the best motivation methods used for better personal performance	Frequency	Percentage
Compensation	37	69,8
Training	40	75,5
Promotion	42	79,2
Service accommodation/car	13	24,5
Organized trips and travels	13	24,5
Consideration	5	9,5
Other	3	5,7

Source from our survey

**Figure 32: factors of motivation**



Source from our survey

The figure above shows the factors that drive employees to be more successful in their work tasks and better performing ,the answers were open so candidates could chose more than one answer , as we can see the first best factor chosen is promotion ,the second best factor is training ,then comes compensation ,social services comes in the fourth position and consideration before the last ,some of the members also added other factors such as good environment at work and team building .

## Chapter III The link between motivation and performance inside of the general direction of ALGERIE TELECOM

### 4.3 Hypothesis analysis:

Table 33 : Corrélations

		motivation	Motivation material	Motivation moral	Performance 12
motivation	Corrélation de Pearson	1	,713**	,455**	,029
	Sig. (bilatérale)		,000	,001	,837
	N	53	53	53	53
Motivation material	Corrélation de Pearson	,713**	1	-,299*	-,024
	Sig. (bilatérale)	,000		,030	,862
	N	53	53	53	53
Motivation moral	Corrélation de Pearson	,455**	-,299*	1	,070
	Sig. (bilatérale)	,001	,030		,616
	N	53	53	53	53
performance 12	Corrélation de Pearson	,029	-,024	,070	1
	Sig. (bilatérale)	,837	,862	,616	
	N	53	53	53	53
**. La corrélation est significative au niveau 0.01 (bilatéral).					
*. La corrélation est significative au niveau 0.05 (bilatéral).					

Source : SPSS V24

#### 4.3.1 Verification of the first main hypothesis :

H0 : there isn't a significant relation between motivation and performance in the company

H1: there a positive significant relation between motivation and performance in the company

From the statistical result ,we refuse H1 and accept H0 ,which means that there is a weak positive relation between motivation and performance yet it is not significant .

#### 4.3.2.Verification of the second main hypothesis :

H0 : material incentives are less important to the staffs of algerie telecom than moral incentives

## Chapter III The link between motivation and performance inside of the general direction of ALGERIE TELECOM

H1: material incentives are more important to the staffs of algerie telecom than moral incentives

From the statistical results from the correlation's table , we accept H1 and refuse H0 ,which means that material incentives are more important than moral incentives for the staffs of algerie telecom .

### 4.3.3. Confirmation of the results obtained :

**Table 34: Régression**

#### Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,029 <sup>a</sup>	,001	-,019	1,67456

a. Prédicteurs : (Constante), motivation

Source : SPSS V24

From the table below we can say that there is a 1% impact of motivation on performance ,which is really low as a rate , which means that there is other factors mor important that impact the performance of employees with 99% .

**Table 35 : ANOVA<sup>a</sup>**

Modèle	Somme des carrés	ddl	Carré moyen	F	Sig.
1 Régression	,120	1	,120	,043	,837 <sup>b</sup>
Résidus	143,013	51	2,804		
Total	143,132	52			

a. Variable dépendante : performance12

b. Prédicteurs : (Constante), motivation

Source: SPSS V24

From the table below we can say that the dependent variable in our research is the performance and the independent variable is motivation .

### Chapter III The link between motivation and performance inside of the general direction of ALGERIE TELECOM

**Table 36 : Coefficients<sup>a</sup>**

Modèle	Coefficients non standardisés		Coefficients standardisés		Sig.
	B	Ecart standard	Bêta	t	
1 (Constante)	7,125	2,058		3,463	,001
motivation	,026	,124	,029	,206	,837

a. Variable dépendante : performance12

Source : SPSS V24

The statistical results appearing in the table below , confirm the results in the correlation's table ,which refuse the first hypothesis that say that there is a there a positive significant relation between motivation and performance in the company.

# **General conclusion**

### **General conclusion**

In this study we have dealt with the indicators of the two variables "Motivation and Staffs' performance" in an integrated manner.

In light of the verification of the hypothesis as explained before, we can refuse the validity of the general problematic, which is the existence of a statistically significant impact between motivation and employees 'performance .

Despite the high investments that the company of algerie telecome is providing to motivate its personnel to achieve a better performance. The staff of the company is still not satisfied from the services and the financial services that the company is providing .

### **Study results in light of previous studies:**

In the theoretical side of the current study, we dealt with some studies that dealt with the issue of motivation and employees' performance or effectiveness in the company, some aspects of them that are directly or indirectly related to the subject, and we will try in this study through the field results to compare what was reached in our study with the results of some previous studies.

Through the historical study conducted by "Frederick Taylor" on the importance of material incentives and their impact on increasing production and productivity, through which he reached to highlight the importance of financial incentives in improving the rate of production and productivity, and that the current study confirmed the fact that material and financial incentives are more important than the moral incentives which we saw with other studies who focus on the human relation impact and the moral side within the working teams, especially the workers 'need for appreciation ,respect and recognition of effort ,and the extent of his feeling of satisfaction and stability at work .

In other hand our current study reached to a conclusion that material and moral motivation don't have any significant relation or impact on the employees 'performance, because the employees expressed that they are not satisfied from the incentives given by the institution .

Even though the goals and objectives of the company were perfectly reached also their performance in the company was high rated .

We want to point out that the previous study of Hasan Salih Suliman Al-quadah 2016, in the aim to show the impact of moral and material motivation on employees 'performance in private hospitals in Amman Jordan ,has reached almost to the same conclusion ,that there is no difference application on moral and material incentives for employees to improve their performance .

Also the previous study of Saud Al Otaibi 2017, in the aim to investigate the system of financial and moral incentives at the institution of the public authority for applied education and training in Kuwait . Has reached almost to the same conclusion that the material incentives do not affect the performance of the administrators of the institution in order because of the lack of satisfaction with the material incentives provided to the study sample.

# **Bibliography**

### Bibliography :

- ✓ Adewale omotayo and adenike ,Human resource management ,first edition,2012.
- ✓ AGUILAR Michael, l'art de motiver, Paris, Edition Dunod, 2009.
- ✓ Bernard DIRIDOLLOU, Manager son équipe au quotidien, Edition Eyrolles (4ème édition), 2007.
- ✓ Braverman ,Harry.travail et capitalisme monopoliste,paris,edition maspero,1976
- ✓ Daan Van Knippenberg,work motivation and performance : a social identity prespective,applied psychology 49(3) ,357-371 ,2000
- ✓ Deci, E.L. & Ryan, R.M. (1991), « A motivational approach to self : integration in personality », Dienstbier, R.A. (Ed), Perspectives on Motivation : Nebraska symposium on motivation 1990, vol.38, Lincoln, University of Nebraska Press
- ✓ DECKER,J,etre motivé et réussir,Paris,édition d'organistion,1988,P15
- ✓ Don hellriegel,jhon w.slocum,Management des organization,2eme edition de boeck,Bruxelles,2006
- ✓ Emmanuel MAIRE, Matthieu DUBOST, the keys to performance, Edition DEMOS, 2004
- ✓ Fred C Lunenberg, the self efficacy in the workplace and their implications for motivation and performance, the international journal of management in business administration ,2011
- ✓ George ARCHIER, Les leviers de la réussite, Edition InterEdition, 1991
- ✓ Hasan Salih Suliman Al-Qudah, impact of moral & material incentives on employees 'performance ;an empirical study in private hospitals at capital Amman, International Business research9(11) ,222-234,2016
- ✓ HERZBERG F. MAUSNER B. & SNYDERMAN B.B., 1959, The Motivation to Work, John Wiley & Sons, New York.
- ✓ <http://www.lefigaro.fr/web/2009/10/19/01022-20091019ARTFIG00590->
- ✓ [http://www.scienceshumaines.com/la-reconnaissance-autravail\\_fr\\_22737.html](http://www.scienceshumaines.com/la-reconnaissance-autravail_fr_22737.html)
- ✓ <https://www.algeriatelecom.dz/fr/>
- ✓ <https://selfdeterminationtheory.org/theory>
- ✓ Jacob Cherian and Jolly Jacob ,impact and self efficacy on motivation and performance of employees ,International journal of business and management 8(14) ,80 ,2013
- ✓ KV Rochev,assessment of the quality of labor and material incentives in the university on the basis of a systematic approach using index information system, Management issue/voprosy Upravlenia 31(6) ,2014
- ✓ LEVY-LEBOYER C, la motivation dans l'entreprise,Paris,Ed d'organisation,1998.
- ✓ LEWIN K., 1935, A dynamic theory of personality, éd McGraw-Hill, New-York
- ✓ MARRO A., MARRO G., MARRO P., , L'art de manager en EHPAD, 2ème édition, LEH Editions, 2013.
- ✓ MASLOW A.H., 1954, Motivation and Personality, Harper and Row, New York.

- ✓ MCCLELLAND D.C., 1987. Human motivation, Cambridge University Press, New York.
- ✓ NUTTIN J., 1991, Théorie de la motivation humaine, PUF, 3ème édition, Paris
- ✓ Michel FREYSSINET, the capitalist division of labor, France ,edition Savelli, 1977
- ✓ Mikhail Vinichenko and others ,employees satisfaction with intangible incentives in educational organization of higher education, the journal of EurAsian of biosciences ,2020
- ✓ PARADIS D., 2012, Performance et motivation au travail : une dynamique cyclique?, M.Sc. en psychologie option du travail et des organisations, Faculté des arts et des sciences, Montréal.
- ✓ PORTER L.W. & LAWLER, E.E., 1968, Managerial attitudes and performance, Homewood, Ill., R. D, Irwin.
- ✓ PRITCHARD R.D. & PAYNE S.C., 2003, Performance management practices and motivation, John Wiley & Sons, New York.
- ✓ PUJOL Marie-Dominique. Ressources humaines, La boîte à outils de l'entrepreneur, 2eme édition, Paris ,édition d'organisation, 2000.
- ✓ Regina Vollmeyer and Falko Rheinberg, does motivation affect performance via presistance?,Zeitschrift fur padagogische Psychologie, 11-23 ,2000
- ✓ Robert L mathis and jackson ,human resource management ,15<sup>th</sup> edition,2006.
- ✓ ROUSSEL P «La motivation au travail - concept et théories », Les notes du Lirhe n°326, octobre 2000.
- ✓ ROUSSEL P, Rémuneration,motivation,et satisfaction au travail,Ed Economica,1996.
- ✓ ROUSSEL P,la motivation au travail- concepts et theories ,Paris,Ed Dunod ,1993.
- ✓ RYAN et DECI « Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions »,Contemporary Educational ,Psychology 25, 54–67,2000.
- ✓ Samuel LAURENT, Voyage au cœur du Google Way, Le figaro.fr
- ✓ Saud Al Otaibi, investigating the system of financial and moral incentives at the institution of the public authority for applied education and training in Kuwait, International journal of information business and management 9(4) ,53,2017
- ✓ Sciences humaines.com, La reconnaissance au travail.
- ✓ Tauer and Jhon Harackiewics and others ,the effect of cooperation and compitition on intrinsic motivation and performance,personality and social psychology ,2004
- ✓ TAYLOR F.W., 1911, The Principles of Scientific Management, Harper & Brothers, New York, London.
- ✓ VALLERAND et THILL, Introduction à la psychologie de la motivation, Editions Etudes Vivantes, 1993.
- ✓ VALLERAND R.J. & THILL E.E, 1993, Introduction à la psychologie de la motivation. Editions Etudes Vivantes, Laval, Canada.
- ✓ VALLERAND R.J. & THILL E.E, 1993, Introduction à la psychologie de la motivation. Editions Etudes Vivantes, Laval, Canada
- ✓ Victor H.Vroom ,work and motivation , edition Jossey-bass,USA,1964
- ✓ voyage-au-coeur-du-google-way-.php

# Appendix



**Axis 02 : Motivation**

**Material motivation**

**Q8** : what are your needs in life ?

**Q9** : does your salary match your needs ?

Always            often            rarely            never

**Q10** : do you think your salary matches your efforts at work ?

Yes, perfectly            my efforts worth more            my salary worth more

**Q11** : did your salary raise since you were recruited in the institution ?

Agree            Neutral            disagree

**Q12** : what do you think is the reason to your salary evolution ?

Promotion            grade advancement            other

**Q13** : Do you think that a raise in your salary will influence your performance ?

agree            neutral            disagree

**Q14**: Do you think that financial motivation is the only key to a better performance ?

Yes, generally            there are other important factors            it has nothing to do with performance

**Q15** : Do you think having bonuses on your efforts to the company's profits will influence your performance ?

Strongly            moderately            weakly            never

**Q16** : Does your company provides social services to its employees ?

yes            no            no idea

**Q17** : Do you take advantage of your company's social services ?

Always            often            rarely            disagree

**Q18** : do you think that the social services that your company provides ,suits your personal social needs ?

Agree            neutral            disagree

**Q19** : in your opinion what are the main key factors of motivation for a better performance ?

Compensation            recognition and consideration

Other .....

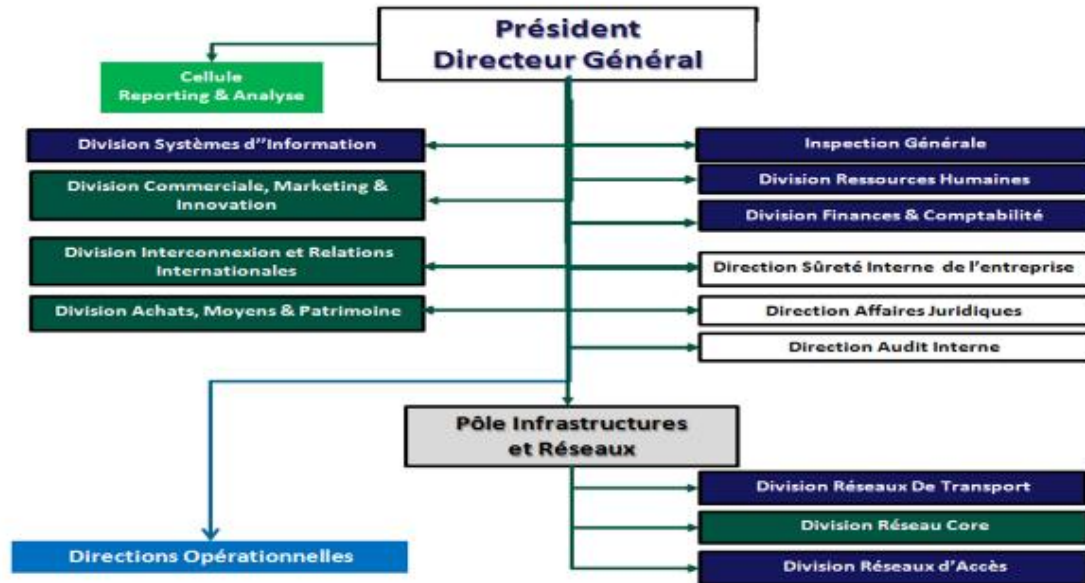
Social services            participation in making decision



Appendix 02:

Sur le plan des Ressources Humaines l'année 2019 a été celui de la mise en œuvre de la nouvelle organisation de la DG adoptée par la résolution n°02 du Conseil d'Administration du 10 décembre 2018. Cette dernière

Cette organisation a touché plusieurs entités entre suppression et création dont ci-après les changements. Cependant, cette dernière n'a pas été achevée.



Source: human resource direction

**Abstract :**

Nowadays ,different organizations and institutions need to maintain high performance to stay competitive and achieve their objectives. The working force of the company is the most valuable and the most expensive resources it can use to get the job done. For this reason, it is necessary to motivate employees in order to improve their performance.The general objective of this research was to study the impact of motivation on the general direction of algerie telecom's staff performance .and the study was oriented by the following particular objectives: to find whether motivation is considered as a strategic plan for a better performance in the company or no , and also to find out whether employees are satisfied with the different types of incentives that the company provide to increase their performance .

The study adopted a descriptive research design. A sample of 53 individuals was randomly selected. Data were obtained using an online questionnaire in Google forms , while Excel and SPSS were used for analysis. The results revealed that motivation has no significant impact on the employees performance ,even though the material incentives are considered as more important than moral incentives for algerie telecom's staff .

**Keywords :** performance , motivation ,material incentives , moral incentives

**Résumé :**

De nos jours, différentes organisations et institutions doivent maintenir des performances élevées pour rester compétitives et atteindre leurs objectifs. La main-d'œuvre de l'entreprise est la ressource la plus précieuse et la plus coûteuse qu'elle puisse utiliser pour faire le travail. Pour cette raison, il est nécessaire de motiver les employés afin d'améliorer leurs performances.

L'objectif général de cette recherche était d'étudier l'impact de la motivation sur l'orientation générale de la performance du personnel d'Algérie telecom. Et l'étude a été orientée par les objectifs particuliers suivants : déterminer si la motivation est considérée comme un plan stratégique pour une meilleure performance dans le entreprise ou non , et aussi de savoir si les salariés sont satisfaits des différents types d'incitations que l' entreprise met en place pour augmenter leurs performances .

L'étude a adopté une conception de recherche descriptive. Un échantillon de 53 personnes a été sélectionné au hasard. Les données ont été obtenues à l'aide d'un questionnaire en ligne dans des formulaires Google, tandis qu'Excel et SPSS ont été utilisés pour l'analyse. Les résultats ont révélé que la motivation n'a pas d'impact significatif sur la performance des employés, même si les incitations matérielles sont considérées comme plus importantes que les incitations morales pour le personnel d'Algérie Telecom.

**Mots clés :** performance , motivation , incitations matérielles , incitations morales