

**The effect of compensation on the pattern of supervision.
A field study of the municipality of Hassani Abdel Karim El Oued**

آثر التعويضات على نمط الإشراف
دراسة ميدانية بلدية حساني عبد الكريم الوادي

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Abstract:

The study aimed to identify the relationship and impact between compensation (direct, indirect, and moral) on the supervision style by addressing the independent variable, which is compensation, and the dependent variable, which is job satisfaction.

To achieve the objectives of this study, we designed a questionnaire that included 36 items and distributed 96 questionnaires. All 96 returned questionnaires were valid for the study. We used the descriptive- approach, relying on a case study of the institution under study, utilizing the social survey method and appropriate statistical tests to test the validity of the hypotheses and answer the study's questions Throughout the course of doing research, SPSS was used Various statistical methods were employed. Such as (descriptive statistics, arithmetic mean, median, standard deviation, percentages, reliability test, Cronbach's alpha coefficient, hypothesis testing, analysis of variance test, Spearman's correlation coefficient, linear regression.)

Among the most notable findings was that there is an impact of the various types of compensation on job satisfaction in Hassani Abdel Karim Municipality – El Oued.

Keywords: direct compensation, indirect compensation, moral compensation, supervision style, Hassani Abdel Karim Municipality – El Oued.

Classification: JEL. J28, J32, J31, J30.

ملخص:

هدفت الدراسة إلى التعرف على علاقة و الأثر بين التعويضات (المباشرة وغير المباشرة و المعنوية) على نمط الإشراف من خلال التطرق للمتغير المستقل وهو التعويضات، والمتغير التابع والذي يتمثل في الرضا الوظيفي.

ولتحقيق أهداف هذه الدراسة قمنا بتصميم استبانته شملت (36) عبارة ووزعنا 96 استبانة تم استرجاع 96 استبانة صالحة للدراسة واستخدمنا المنهج الوصفي بالإعتماد على دراسة حالة المؤسسة محل الدراسة باستخدام أسلوب المسح الاجتماعي والاختبارات الإحصائية المناسبة لاختبار صحة الفرضيات وللإجابة عن تساؤلات الدراسة باستخدام الحزمة الإحصائية للعلوم الاجتماعية وتم استخدام العديد من الأساليب الإحصائية مثل (الإحصاء الوصفي . المتوسط الحسابي . الوسيط . الانحراف المعياري . النسب المئوية . اختبار الثبات . معامل كرونباخ ألفا . اختبار الفرضيات . اختبار تحليل التباين . معامل ارتباط سبيرمان . الانحدار الخطي .)

ومن أبرز النتائج التي تم التوصل إليها أنه يوجد أثر للتعويضات بأنواعها على الرضا الوظيفي في بلدية حساني عبد الكريم – الوادي.

الكلمات المفتاحية: تعويضات مباشرة، تعويضات غير مباشرة، تعويضات معنوية، نمط الإشراف ، بلدية حساني عبد الكريم – الوادي –

تصنيفات JEL : J28، J32، J31، J30 .

Introduction:

Compensation plays a crucial role in human resource management, significantly affecting the work environment and supervisory style. Adequate compensation enhances employee satisfaction and motivation, thereby improving the relationship between supervisors and employees, fostering mutual trust, and respect.

-1-Primary Issue: This research examines the impact of the remuneration structure on the supervisory style of workers at Hassani Abdel Karim Municipality in El Oued.

From this primary issue, we can derive the following sub-questions:

How does the remuneration system correlate with the supervisory style at Hassani Abdel Karim Municipality in El Oued?

What are the specific impacts of the compensation system on the supervisory approach at Hassani Abdel Karim Municipality in El Oued?

.2Hypotheses: To facilitate addressing the research problem, the following hypotheses can be relied upon:

.2.1Main Hypothesis: There is an impact of compensation on the supervisory style.

.2.1.1First Sub-Hypothesis: There is an impact of direct compensation on the supervisory style.

.2.1.2Second Sub-Hypothesis: There is an impact of indirect compensation on the supervisory style.

.2.1.3Third Sub-Hypothesis: There is an impact of moral compensation on the supervisory style.

.3Importance of the Study: The importance of this study lies in the following:

The significance of compensation is evident in its ability to improve the quality of supervision by motivating supervisors to adopt more effective and supportive management styles. This creates a positive work environment that helps increase productivity and achieve institutional goals. Compensation can play a pivotal role in developing supervisors' skills and increasing their commitment and loyalty to the institution, contributing to enhancing organizational efficiency and achieving employee satisfaction.

4- The objectives of this study are:

- Contributing a new reference to the field of study.
- Examining the relationship between compensation and supervisory style: Investigating how the level of compensation influences supervisory methods.
- Evaluating the impact of compensation on supervisor satisfaction: Assessing how compensation levels affect supervisor satisfaction and their management approach.
- Evaluating the impact of remuneration on performance and productivity: Examining the effects of the supervisory style connected to compensation on employee performance and productivity..
- Providing recommendations for improving supervisory style: Offering suggestions to enhance supervisory methods based on the study's findings to boost effectiveness and productivity.
- Exploring the impact of non-financial compensation: Investigating how non-financial compensations, such as appreciation and recognition, affect supervisory style.

.5 Study Methodology:

This study employs a descriptive-analytical to examine the subject. This approach relies on collecting data and information that help understand the phenomenon. The descriptive approach is used to define the importance of compensation for the institution and to conduct a case study in the practical aspect through a questionnaire, analyzing it, and deriving conclusions and recommendations. Such as (descriptive statistics, arithmetic mean, median, standard deviation, percentages, reliability test, Cronbach's alpha coefficient, hypothesis testing, analysis of variance test, Spearman's correlation coefficient, linear regression.)

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6- Comprehensive literature review

-The existing literature on compensation, job satisfaction, and performance, as represented by the three studies, demonstrates a shared focus on how compensation management and supervision impact job performance, employee satisfaction, and work discipline across various organizational contexts. Each study contributes unique insights and findings, while also showcasing notable similarities and differences in their approaches and outcomes.

Key Findings:

1. Compensation and Job Performance:

Wiono, Khair, and Pasaribu (2022) emphasized the positive effects of compensation on both job performance and work discipline in the construction and electricity sectors. Supervision and compensation were found to boost performance when mediated by work discipline, although the mediation was not statistically significant.

Johnson (2023) found a significant positive impact of financial compensation (salaries and bonuses) on employee satisfaction in the U.S. workplace. Non-financial compensation (recognition, training) also contributed to satisfaction but to a lesser extent.

Onuorah, Ibekwe, and Ikechukwu (2019) focused on compensation management in Nigeria and concluded that equity-based, competency-based, and performance-based compensation did not show statistically significant negative effects on employee performance. This finding suggests that well-managed compensation systems are essential for maintaining employee motivation and performance.

2. Supervision and Employee Satisfaction:

Wiono et al. (2022) noted the importance of supervision in enhancing job performance and work discipline, indicating that supervision practices positively influence employee discipline, which indirectly improves performance.

Johnson (2023) also highlighted the role of supervisory style, finding that managerial practices characterized by positive guidance enhanced the effectiveness of compensation systems, increasing employee satisfaction. Thus, supervision is key to reinforcing compensation structures' impact on job performance.

The Onuorah et al. (2019) study did not directly examine supervision as a variable, focusing primarily on compensation systems, but it implicitly supports the role of management in implementing performance-based pay structures to drive employee performance.

3. Mediating Factors (Work Discipline and Management Styles):

The Wiono et al. (2022) study introduced work discipline as a mediator between compensation/supervision and job performance. While the mediation effects were positive, they were not statistically significant, highlighting the need for further investigation.

Johnson (2023) did not introduce work discipline as a mediator but emphasized the influence of supervisory style in shaping the effectiveness of compensation strategies.

Onuorah et al. (2019) did not explore mediation but suggested that well-designed compensation management policies significantly affect performance, potentially implying that managerial oversight and proper implementation could mediate outcomes.

Similarities:

Positive Impact of Compensation: All three studies highlight the importance of compensation in influencing job performance and satisfaction. They consistently show that well-structured compensation systems—whether financial or non-financial—enhance employee outcomes.

Role of Supervision: Both Wiono et al. (2022) and Johnson (2023) underscore the significant role of supervision in mediating or enhancing the effects of compensation on job satisfaction and performance. Supervision emerges as a critical factor that either directly influences work discipline (Wiono et al.) or strengthens the impact of compensation systems (Johnson).

Performance-Based Systems: All three studies touch on performance-based compensation models, whether explicitly (as in the Nigerian context) or implicitly, reinforcing the importance of linking compensation to job performance for achieving desired organizational outcomes.

Differences:

1. Geographical and Sectoral Contexts:

The Wiono et al. (2022) study is based on employees in the construction and electricity sectors in Indonesia, emphasizing supervision and discipline, which is sector-specific.

Johnson (2023) focuses on American workplaces and explores the broader relationship between compensation and supervisory styles across various companies, offering a more generalized perspective.

Onuorah et al. (2019) centers on compensation management in Nigerian secondary schools, examining a specific educational sector context with less emphasis on supervision compared to the other two studies.

2. Focus on Non-Financial Compensation:

While Johnson (2023) explored both financial and non-financial compensation systems, showing the latter's lesser but still important role in satisfaction, the other two studies focused more on the financial aspects of compensation, with less emphasis on non-financial rewards like recognition and career development.

3. Mediating Variables:

Wiono et al. (2022) incorporated work discipline as a mediating factor, offering a nuanced view of how discipline translates supervision and compensation into job performance.

Johnson (2023) did not directly examine mediators like discipline but emphasized supervisory style as a variable enhancing the impact of compensation.

Onuorah et al. (2019) did not include mediating variables in the analysis, focusing instead on direct relationships between compensation structures and employee performance.

Conclusion:

While all three studies provide substantial evidence of the positive effects of compensation on employee performance and satisfaction, they differ in their focus on the mediating role of supervision, work discipline, and the types of compensation examined. Supervision and management styles are key elements in two of the studies, reflecting the broader managerial practices that influence compensation outcomes. Compensation structure, especially financial, is universally important, but non-financial rewards still play a complementary role in employee satisfaction.

Further research should explore other mediating factors and validate these findings across different industries and organizational contexts, as recommended by the authors. Overall, compensation, supervision, and employee discipline are deeply intertwined in shaping job satisfaction and performance.

7- Sections of the study: The study is divided into two main axes:

7-1- The conceptual framework for the method of compensation and supervision

7-1-1- concept of compensation:

Compensation, defined as pay and benefits for certain work performed by individuals, has a significant and positive impact on employees' behaviour and performance (Milkovic, 1999)

It includes direct compensation, like pay, which affects self-esteem, job satisfaction, and turnover intent (Gardner, 2004; Herpen, 2005),

and indirect compensation, like benefits, which impact satisfaction, stress, and participation (Spitzer, 1996).

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Studies suggest that increased compensation, both direct and indirect, can reduce organizational injuries and improve overall employee behavior (Lauver, 2007; Sullivan, 2001).

Intangible compensation is the intangible rewards provided to employees to enhance their job satisfaction and motivate them to perform well. These compensation may include recognition and appreciation, professional opportunities and training, work-life balance, positive work environment, and social interaction.(Armstrong, Michael 2014)

7-1-5- Definition of supervision:

Supervision is a continuous process aimed at ensuring that tasks, functions, and authorities are carried out in accordance with established rules to achieve organizational (Henry, 2015). It involves corrective actions to align activities with predetermined plans and instructions, ensuring the attainment of set objectives (Jufrizen, 2016). Additionally, supervision encompasses the comparison and measurement of activities against predefined criteria, standards, or plans (Arianty, Happy, & Siswadi, 2015).

8 - Study Tool Reliability:

Multiple tests are available to assess the reliability of the study tool, namely the questionnaire. Reliability is the measure of how trustworthy anything is, specifically the amount to which it is free from random mistakes (Donohue, R. & Cooper, B. Management, 2007, 152p). Internal consistency is a widely used way for assessing dependability, and it will be quantified using Cronbach's Alpha coefficient. This coefficient quantifies the extent to which items are correlated, serving as an indicator of internal consistency. Cronbach's Alpha is a statistical measure that falls within the range of 0 to 1. A number closer to 1 indicates a stronger correlation between items, which suggests a better level of internal consistency. On the other hand, a number closer to 0 suggests a lower level of internal consistency among the questions in the questionnaire. Typically, a Cronbach's Alpha score of 0.9 or above indicates a significant level of internal consistency for the measure being evaluated. Conversely, a Cronbach's Alpha score below 0.7 indicates a considerable degree of internal consistency. A measure is considered to have internal dependability if its Cronbach's Alpha value is 0.6 or above. the applied research by Qaid Ibrahim (2017, p. 163).

Table No. (01): Cronbach's alpha coefficient test and honesty coefficient.

the hub	The dimension	Number of paragraphs	Cronbach's alpha coefficient	Honesty coefficient
1	Direct compensation	4	0.800	0.894
1	Indirect compensation	4	0.617	0.786
1	Moral compensation	4	0.647	0.804
	Reparations	12	0.809	0.899
2	Supervision style	4	0.857	0.926
	The questionnaire as a whole	16	0.855	0.924

Source: Student-prepared utilizing SPSS

The analysis of the questionnaire reveals that the tools used for assessing remuneration and supervision style are both reliable and valid. The Cronbach's alpha coefficients for various types of compensation were as follows: 0.800 for direct compensation, 0.617 for indirect compensation, and 0.647 for moral compensation, with corresponding validity coefficients of 0.894, 0.786, and 0.804. For the overall measure of compensation, the Cronbach's alpha was

0.809, reflecting strong internal consistency, while the validity coefficient was 0.899, indicating effective measurement of the intended concept. The Cronbach's alpha for the supervision style was 0.857, supported by a validity coefficient of 0.926. Overall, the questionnaire demonstrated a Cronbach's alpha of 0.855 and a validity coefficient of 0.924, signifying a high level of reliability and accuracy in the measurement tools used.

9- Presentation and discussion of the results:

This framework includes analyzing and interpreting the results of the questionnaire prepared by the researcher for this purpose after the research sample responded to its paragraphs, and based on the statistical application (spss. v25).

Section One: Distribution by gender:

Table No. (2): Percent of Repetition distribution of sample members by gender.

Sex	Repetition	Percent of Repetition
male	45	% 46,87
feminine	51	% 53,12
the total	96	% 100

Source: Student-prepared utilizing SPSS

The distribution of sample members by gender shows a similarity between males (46.87%) and females (53.12%). This distribution is due to several reasons, including: equality in job opportunities between the sexes, social changes that encourage women's participation, legislation supporting equality, changes in work preferences, and economic developments that increase the demand for labor in public administrations

- Section Two: Distribution according to age:

- Table No. (3): Percent of Repetition distribution of sample members by age.

Age	Repetition	Percent of Repetition
From 20 to 30 years	11	% 11,5
From 31 to 40 years	56	% 58,3
From 41 to 50 years	27	% 28,1
More than 50 years	2	% 2,1
the total	96	% 100

Source: Student-prepared utilizing SPSS

Through the table above, it becomes clear to us the distribution of the sample members according to age, as we find that the highest Percent of Repetition was for the second category from 31 to 40 years, at a rate of 58.33%, then 28.13% for the category from 41 to 50 years, then at a rate of 11.46% for the category from 20 to 30 years. The remaining Percent of Repetition was occupied by the group over 50 years old, at a rate of 2.08%.

Section Three: Distribution of individuals according to educational level:

Table 4: Distribution of Sample Members by Educational Level (Percent of Repetition)

Educational level	Repetition	Percent of Repetition
Below High School	4	% 4,17
secondary	20	% 20,83
Senior technician	25	% 26,04
Bachelor's degree	22	% 22,92
Postgraduate	25	% 26,04
the total	96	% 100

Source: Student-prepared utilizing SPSS

The study results reveal the following distribution of educational levels among the sample members: 26.04% hold postgraduate degrees, representing the largest segment of the sample.

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This is followed by 26.04% with technical diplomas, 22.92% with bachelor's degrees, and 20.83% with high school diplomas. Only 4.17% of the respondents have qualifications below the high school level. This distribution indicates that the majority of the sample possesses sufficient academic qualifications to comprehend the questionnaire's content effectively, which strengthens the study's credibility.

Section Four: Distribution of individuals according to number of years of experience:

Table No. (5): Distribution of sample members according to number of years of experience.

Years of Experience	Repetition	Percent of Repetition
Less than 5 years	33	% 34,38
From 6 to 10 years	31	% 32,29
From 11 to 15 years	21	% 21,88
16 years and above	11	% 11,46
the total	96	% 100

Source: Student-prepared utilizing SPSS

The table shows the distribution of the study sample based on years of experience: 34.88% of participants have less than 5 years of experience, 32.29% have 6 to 10 years, 21.88% have 11 to 15 years, and 11.46% have more than 16 years. This distribution underscores the role of experience in establishing the study's credibility.

Section Five: Distribution of individuals according to job position:

Table No. (6): Distribution of sample members according to job position

Career center	Repetition	Percent of Repetition
Class from 05 to 07	23	% 23.96
Rated from 08 to 10	31	% 32,29
Class 11 to 14	42	% 43,75
the total	96	% 100

Source: Student-prepared utilizing SPSS

The results of the distribution of members of the study sample according to job position indicate the presence of a hierarchical distribution in management, where the category from 11 to 14, who hold advanced degrees, represents 43.75% of the sample, while the category from 08 to 10 represents 32.29%, and the category from 05 to 07 rate of 23.96%. This distribution reflects a common pattern in many organizations, where there are few leaders and graduates in the upper management layers, while the number of employees in the lower management layers increases.

Section Six: Distribution of individuals according to monthly salary:

Table No. (7): Distribution of sample members according to monthly salary.

Salary received	Repetition	Percent of Repetition
35,000 DZD	25	% 26,04
From 36,000 DZD to 50,000 DZD	30	% 31,25
From 51,000 DZD to 60,000 DZD	31	% 32,29
More than 61,000 DZD	10	% 10,42
the total	96	% 100

Source: Student-prepared utilizing SPSS

Through the table above for the distribution of members of the study sample according to monthly salary, these results reflect the results of the distribution of salaries among the studied sample, a disparity in wages, as 32.29% of the sample receive monthly salaries between

51,000 and 60,000 DZD. This can be explained by the existence of a disparity in experience, qualifications, and job titles between employees, which justifies the differences in wages.

Second: The first main hypothesis:

1- The first sub-hypothesis: Which acknowledges that:

H1: There is an effect of direct compensation on the style of supervision.

H0: There is no effect of direct compensation on the style of supervision.

After conducting a test of the effect of direct compensation on the type of supervision according to the Pearson coefficient, we obtained the following table

To confirm whether the first hypothesis was correct or incorrect, a simple linear regression method was used to build the following model: $Y=B_0+B_1x$, as an equation to estimate the values of the dependent variable after the value of the independent variable's coefficient was determined, as:

- X: is an independent variable, represented by the direct compensation dimension.

- Y: is a dependent variable represented by the style of supervision.

- β_0 : value of the constant.

- β_1 : The coefficient of the independent variable (direct compensation dimension).

The results are summarized in the following table:

Table No. (8): Results of Simple Linear Regression Analysis on the Impact of Direct Compensation Dimension on Supervision Style

Statement	Regression Parameters	test(t)	Probability Level (Sig)	Data Analysis
β_0 constant	0.563	5.358	0.000	Moral
β_1 after direct compensation	0.456	4.777	0.000	Moral
Correlation coefficient (R)	0.444	/	/	/
Coefficient of determination (2R)	0.197	/	/	/
Modified coefficient of determination (2R)	0.188	/	/	/
Test(F)	22.820	/	0.000	The model is significant
Shapiro-Wilk test	0.434		0.000	Normal distribution
Kolmogorov-Smirnova test	0.488		0.000	Normal distribution
$Y= 0.563+ 0.456X$				

Source: Student-prepared utilizing SPSS

The study revealed a moderately strong relationship between direct compensation and supervisory style at the Hassani Abdel Karim Municipality in El Oued Province. The correlation coefficient of 0.444 suggests a significant association, where direct compensation accounts for approximately 19.7% of the variance in supervisory style. The simple regression analysis showed a significant F value of 22.820, with a p-value of 0.000, indicating that direct compensation significantly influences the supervisory style at a 0.05 significance level.

The alternative hypothesis, which states that there is an effect of direct compensation on supervision style, was accepted.

The second sub-hypothesis: which states that:

H1-1: There is an effect of indirect compensation on the style of supervision.

H0-1: There is no effect of indirect compensation on the supervision style.

After conducting a test of the effect of indirect compensation on the type of supervision according to the Pearson coefficient, we obtained the following table

To confirm whether the first hypothesis is correct or incorrect, a simple linear regression method was used to build the following model: $Y_1=B_0+B_1x_1$, as an equation to estimate the values of the dependent variable after the value of the independent variable's coefficient is determined, as:

-X1: It is an independent variable, represented by the indirect compensation dimension.

- Y1: is a dependent variable represented by the style of supervision.

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- β_0 : value of the constant.
 - β_1 : Coefficient of the independent variable (indirect compensation dimension).
- The results are summarized in the following table:

Table No. (9): Results of simple linear regression analysis to measure the impact of indirect compensation dimension and stewardship pattern.

Statement	Regression Parameters	test(t)	Probability Level (Sig)	Data Analysis
β_0 constant	0.692	8.903	0.000	Moral
β_1 after indirect compensation	0.316	4.833	0.000	Moral
Correlation coefficient (R)	0.448	/	/	/
Coefficient of determination (2R)	0.201	/	/	/
Modified coefficient of determination (2R)	0.192	/	/	/
Test(F)	23.356	/	0.000	The model is significant
Shapiro-Wilk	0.533	/	0.000	Normal distribution
Kolmogorov-Smirnova	0.464	/	0.000	Normal distribution
$Y_1 = 0.692 + 0.316X_1$				

Source: Student-prepared utilizing SPSS

The study found a moderate positive correlation ($R = 0.448$) between indirect compensation and supervisory style in the Hassani Abdel Karim Municipality. The coefficient of determination ($R^2 = 0.201$) indicates that indirect compensation accounts for approximately 20.1% of the variance in supervisory style. The F-test result ($F = 23.356$, $p > 0.05$) confirms a significant relationship, highlighting that indirect compensation influences job satisfaction within the organization.

Which means accepting the alternative hypothesis, which states that there is an effect of indirect compensation on the supervision style.

2- The third sub-hypothesis: which states that:

H1-2: There is an effect of moral compensation on the style of supervision.

H0-2: There is no effect of moral compensation on the style of supervision.

After conducting a test of the effect of moral compensation on the type of supervision according to the Pearson coefficient, we obtained the following table

To confirm whether the first hypothesis is correct or incorrect, a simple linear regression method was used to build the following model: $Y_2 = B_0 + B_1X_2$, as an equation to estimate the values of the dependent variable after the value of the independent variable's coefficient is determined, as:

- X_2 : It is an independent variable, represented by the dimension of moral compensation.
- Y_2 : is a dependent variable represented by the style of supervision.
- β_0 : value of the constant.
- β_1 : Coefficient of the independent variable (moral compensation dimension).

The results are summarized in the following table:

Table No. (10): Results of simple linear regression analysis to measure impact between moral compensation dimension and supervision pattern.

Statement	Regression Parameters	test(t)	Probability Level (Sig)	Data Analysis
β_0 constant	0.392	6.282	0.000	Moral
β_1 after moral damages	0.596	10.956	0.000	Moral
Correlation coefficient (R)	0.751	/	/	/
Coefficient of determination (2R)	0.563	/	/	/
Modified coefficient of determination (2R)	0.559	/	/	/
Test(F)	120.026	/	0.000	The model is significant
Shapiro-Wilk	0.469	/	0.000	Normal distribution
Kolmogorov-Smirnova	0.472	/	0.000	Normal distribution
$Y_2 = 9.189 + 16.606X_2$				

Source: Student-prepared utilizing SPSS

The study's results indicate a strong and statistically significant positive relationship between indirect compensation and supervisory style at the Hassani Abdel Karim Municipality in El Oued Province. The correlation coefficient of 0.751 reflects a robust connection between these variables, while the coefficient of determination of 0.563 shows that indirect compensation explains 56.3% of the variance in supervisory style. The simple regression analysis confirms the model's statistical significance, with an F-value of 120.026 and a p-value of 0.000, which is well below the 0.05 threshold. This signifies that indirect compensation significantly influences supervisory style within the municipality.

The alternative hypothesis, which states that there is an effect of moral compensation on the supervision style, was accepted.

Testing the second main hypothesis: which states that:

H1: There is an effect of compensation on supervision style.

H0: There is no effect of compensation on supervision style.

To confirm whether the first hypothesis was correct or incorrect, a simple linear regression method was used to build the following model: $Y = B_0 + B_1x$, as an equation to estimate the values of the dependent variable after the value of the independent variable's coefficient was determined, as:

- X: is an independent variable, represented by the compensation dimension.
- Y: is a dependent variable represented by the style of supervision.
- β_0 : value of the constant.
- β_1 : Coefficient of the independent variable (compensation dimension).

The results are summarized in the following table:

Table No. (11): Results of multiple linear regression analysis to measure the effect between the compensation dimension and the supervision style.

Statement	Regression Parameters	test(t)	Probability Level (Sig)	Data Analysis
constant β_0	0.410	5.216	0.000	moral
β_1 after direct compensation	0.30	0.333	0.740	Insignificant
β_2 after indirect compensation	0.147-	2.035-	0.045	moral
β_3 after moral damages	0.701	8.519	0.000	Moral
Correlation coefficient (R)	0.763	/	/	/
Coefficient of determination (2R)	0.583	/	/	/
Modified coefficient of determination (2R)	0.569	/	/	/
Test(F)	42.355	/	0.000	The model is significant
Shapiro-Wilk	0.563	/	0.000	Normal distribution
Kolmogorov-Smirnova	0.446	/	0.000	Normal distribution
$Y = 0.410 + 0.30X$				

Source: Student-prepared utilizing SPSS

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The study results demonstrated a strong correlation between compensation and supervisory style at the Hassani Abdel Karim Municipality in El Oued Province. The simple correlation coefficient (R) was 0.763, indicating that compensation significantly explains variations in supervisory style. Additionally, the coefficient of determination (R^2) of 0.583 reveals that 76.3% of the changes in supervisory style can be attributed to compensation. The significance of the simple regression model was confirmed by the F-test, which yielded a value of 42.355 with a p-value of 0.000, indicating statistical significance at the 0.05 level.

Accepting the alternative hypothesis that there is an effect of compensation on the style of supervision.

Section Two: Discussion of the results:

In light of the results obtained in the first section, we will attempt to discuss and interpret them through the following:

First: There is an impact of direct compensation on the style of supervision:

The results of the study in the municipality of Hassani Abdel Karim in the El Oued Province indicate that there is a strong relationship between direct compensation and the style of supervision, which reinforces the important role that direct financial compensation plays as a motivational system in improving performance and supervision. Economically, direct compensation emerges as an essential part of financial incentives that contribute to raising the level of productivity and achieving job satisfaction and institutional commitment. Although statistical analysis indicates that compensation explains part of the changes in the pattern of supervision, other factors such as the work environment, training, and relationships between colleagues remain of great importance, which calls for the adoption of comprehensive policies to improve the work environment. These results highlight the strategic importance of compensation in administrative policies, as organizations can invest in improving compensation systems to attract and motivate talent, thus improving overall performance and increasing job satisfaction, which reflects the importance of direct compensation as an effective tool to achieve economic and organizational goals.

Second: There is an impact of indirect compensation on the style of supervision:

The study's findings revealed a moderate to strong correlation between indirect compensation and supervisory style within the Hassani Abdel Karim Municipality in El Oued Province. The data indicated that indirect compensation has a significant impact on improving the supervisory approach, highlighting the critical role of this factor in the practical work environment. The statistical analysis confirmed that the relationship between indirect compensation and supervisory style is significant and that the data conform to a normal distribution. These results underscore the importance of indirect compensation in enhancing job satisfaction and managerial effectiveness within the municipality, and they stress the necessity for developing a more comprehensive compensation system to better support performance and supervisory functions.

Third: There is an impact of moral compensation on the style of supervision:

The results of the study showed a strong correlation between moral compensation and the style of supervision in the municipality of Hassani Abdel Karim in El Oued Province. It has been shown that moral compensation contributes significantly to improving the supervision style, as the statistical model used had strong statistical significance. These results indicate that improving moral compensation can lead to enhancing the effectiveness of supervision within the municipality, which enhances the work environment and positively affects job performance. Moreover, the results confirm that the distribution of the data was normal and that the model used explains a large Percent of Repetition of the change in the supervision pattern thanks to moral compensation, which indicates the importance of this factor in improving the administrative work environment.

Fourth: There is an impact of compensation on the style of supervision:

The results of the study in the municipality of Hassani Abdel Karim indicate that moral compensation plays a major role in improving the style of supervision, as it has proven to be very effective in enhancing the quality of supervision compared to direct and indirect compensation, which did not show a noticeable effect. The analysis also highlights that using compensation as a tool to improve supervision can be beneficial, emphasizing that focusing on rewards and moral recognition may be more effective than other compensation. Based on these results, it is recommended to strengthen moral compensation as a basic strategy to improve the quality of supervision in the organization, with the need to reconsider the role of direct and indirect compensation to achieve better results.

10- Conclusions: In light of the theoretical literature that was discussed about the two variables of the study, we concluded the following:

A - Direct and indirect compensation enhance employee retention and attraction.

B - Moral compensation improves long-term job satisfaction through recognition and development opportunities.

C - Effective supervision balances financial rewards and moral appreciation, which improves job satisfaction and organizational commitment.

Accordingly, improved compensation, moral appreciation, and good supervision enhance job satisfaction and productive efficiency.

11- Study recommendations:

Based on the study results in the Hassani Abdel Karim Municipality in El Oued Province, it is recommended to enhance moral compensation as a tool to improve supervision by providing appreciation and recognition for achievements and offering opportunities for professional development. Additionally, a comprehensive compensation system should be developed, including both direct and indirect financial compensation, and the work environment should be improved through holistic policies focusing on employee training and strengthening relationships between colleagues. Direct and indirect compensation strategies should also be re-evaluated based on the analysis of their effectiveness, and periodic evaluations of the compensation system should be enhanced to ensure employee needs are met and organizational goals are achieved.

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