

Motivation relationship to National Painting Corporation workers' performance. Oran Unit.

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Received: 03/04/2022

Accepted: 29/11/2022

Published: 30/12/2022

Abstract:

This article provides a basic analysis of the relationship between motivation and the level of performance of employees of the National SPSS Paints Oran Unit. The results were obtained after statistical treatment using a model

There is an effect of motivation on the performance of employees, as there are other complementary elements to motivation, such as loyalty to the organization, job stability and love of belonging to the organization.

Keywords: Motivation, employee performance, human resources, organization.

Jel Classification Codes : J2. J39.J5

1. INTRODUCTION

Economic institution is the tool in which human element engages in production, exchange, determining costs & revenues. As well as human needs satisfaction also; the framework regulates individual's relationships in society by guiding humanitarian behavior towards it. Therefore; it was necessary for all institutions to pay attention for human element, to understand its behavior & different psychological determinants ; that direct this behavior and push it to stimulate its activity and direct it in the direction in which it achieves high productivity, & that because caring of human behavior nature is the first step to performance improving, beside that human element is considered as main & essential driver for performance efficiency raising. therefore, a person's desire to work necessarily reflects efficiency & his performance productivity & without doubt, this desire becomes one of the difficult tasks which facing organization's management, specially human resources management, which is limited in how to raise individual's desire & direct resulting behavior towards direction which achieves institution's required performance (SLIMENE, 1998).

In addition, institution always seeks to achieve high efficiency & cost-effectiveness through optimal & rational use of its human energies, materials capabilities, and if the organization is able to control its material capabilities, the matter differs in human energies & despite of availability, it is difficult to control on, due to susceptibility of its behavior change over time.

Performance of the human factor, which considered as core production process & main variable by interaction of two basic factors:

- Ability to work
- Desire to work

Distinction between these two factors is important; & on its basis, determine procedures that affect performance of human resource improvement, and problem ability is solved by forming, training workers & increasing their skills, then willingness problem in work is faced by the institution by using other methods and systems for managing this behavior on scientific basis, and that by using incentive plans (incentives) or (motivation), therefore appears a new problem for human resources management, which is identifying of individuals needs by choosing appropriate incentives that will raise employees' performance level. In addition, to stimulate human resource, the institution seeks to provide various

material & moral incentives that encourage the individual to increase his performance. (Bellon, 1981)

Since person's needs are many & whereas satisfaction degree varies from one person to another, so incentive that provokes a person may not excite another one, and although material incentives are more widespread & used by institutions management to influence of human resources behavior & increase their production, therefore we must not neglect moral incentives role in this matter. (Ahmed & wafi, 2022)

Research Problem (Problem that solved by researcher):

Does it mean the research topic or problem that solved by research?

That which made us to limit our research in the following main question:-

“How can motivation affects workers' performance level within the institution...?”

Research Hypotheses:

For answering main study problem, & for this work to take a scientific & methodological character; we have formulated the following hypotheses in order to present them for discussion & test their validity, we can summarized as follows:

First hypothesis: Motivation positively affects performance level.

Second hypothesis: There are other important elements in workers' performance

Research Importance:-

The incentives issue is considered as one of important topics, which has been put on economic debate arena, & it has gained this importance due to competition increase between institutions in light of market's openness & absence of countries' geographical borders.

Therefore, most of Human Resources Department efforts were on human resources & how to improve its performance as the trump card in; & distinguished element in the institution, through the incentive system in particular, qualification and development system in general.

The institution does not satisfied only by that, but it trains & motivates its workers to raise their performance, gain their loyalty and thus achieve HR satisfaction & institution performance satisfaction.

Research Methodology:

This research depends on analytical method:-

Whereas the purpose of this study is to know the motivation relationship with workers performance level in Algeria, we chose the place of study should be in the National Paints Corporation in Oran region, and as we depend on

method of questionnaire, analysis and interpretation, & that by using the statistical packages program (SPSS).

Presenting National Painting Corporation, Oran Unit:-

It is known by Oran Painting production Unit in Oran (UPO)

It is included among the six units of National Paints Corporation, which was nationalized on 14/06/1968 from the foreign companies (Vue De Cote & Ripolin) which were merged and converted to National Paints Corporation on 01/01/1988.

Area:-

Total area : 310500 m²

Covered area: 8774 m²

Its location in relation to:-

* Airport : 6 Km

* Seaport : 5 km

National Road: 2 km

Main Activity:-

* Production & sale of paints

* Production type: building & industry

Study design & procedural steps

Study methodology:-

Methodology study is considered as the first step to study sample characteristics, as mentioned below-

Performance definition:

In the concept of performance, we must distinguish between the feature of work and behavior and the attribute of the result of performance, the attribute of behavior refers to what the individual does in the case of work. Either performance is only the behavior that is related to the goals of the institution, where there are many definitions and concepts in the definition of performance, with the multiplicity of scientists and researchers, and this is due to studies many have addressed this topic, among these definitions:

- “Performance is an activity that enables an individual to successfully accomplish a task or objective assigned to him and is contingent upon the normal constraints of a reasonable use of available resources. (djoher, 2010, p. 71)
- “Performance is any activity or behavior that leads to a result, especially behavior that changes the environment in any way.” (achoui, 1992, p. 244)

– “A behavior that occurs as a result where the individual performs this behavior in response to a particular task, whether he performs it himself or imposes it on others.” (ahmed, 1999, p. 19)

The competence of the individual or worker for his work, his conduct in it, the extent of his suitability to perform his work, and his assuming his responsibilities. (mansour, 1973, p. 129). Through these definitions, we conclude the following definition of performance:

Performance Importance:

Institutions need optimal performance for their workers in order to achieve their goals and to accomplish the activities they are specialized in well, as well as to achieve competitive advantage and continuity in the market, and performance is a basic requirement for developing careers and achieving success in the labor market. (Belboukhari , 2018)

Performance is necessary and important for individuals. Good performance can be a source of satisfaction, and vice versa, i.e. low performance and failure to achieve goals may be a source of dissatisfaction. Much easier than workers who are underperforming. (Merroussi & Boudjnane, 2021)

Performance Appraisal Concept:

It is a process designed by the Human Resources Department, which includes a set of scientific rules and foundations Procedures for assessing what an individual has accomplished. (ikli, 2005, p. 365)

The performance appraisal process targets three goals, which are located on three levels:

A- At the level of the organization:

- Creating an appropriate climate of trust and ethical cooperation.
- Raising the performance level of employees and investing their abilities and capabilities.
- Assisting the organization in setting standard performance rates that enable it to retain the workforce with distinct skills and capabilities (sarfi, 2006, pp. 209-210)

- At the level of managers:

- Develop good relations with employees and get close to them to identify their problems and difficulties they face at work.
- Pushing managers to develop their skills and intellectual capabilities so that they can reach a sound and objective evaluation of the performance of their subordinates.

Factors affecting performance:

A number of factors that vary in different jobs affects workers. It is also difficult to identify all these factors, as there is almost no phenomenon in economic life, social life or life in general, that does not affect performance. It can be pointed out to two main factors that affect the performance of individuals, and these factors are:

A - Internal factors: They are all that the institution contains of multiple functions and different means, and they consist of several factors:

1- **The human element:** It constitutes the most important resource in the organization, because of its effectiveness and dynamism affecting all production processes, and in terms of its role in making decisions and quick solutions to various situations. The human element is the basis for determining the quality, quantity and cost of production. (srar, 2003)

2- **Management:** The administration has major responsibilities of great importance in the effective use of all the resources. That are under the control of the institution. and it is said, that more than 75% of the increase in performance rates depends on the management methods represented in planning, organizing, coordination, leadership and control, as its methods affect the All activities, so no weakness.

Alternatively, the failure of any administrative pillar will cause a deficit in the efficiency and effectiveness of the administration as a whole.

3- **Organizing:** It includes the distribution and identification of tasks and responsibilities and the division of work. According to the disciplines, control and coordination, the degree of budgeting in the organization and the creation of the necessary changes in accordance with the new developments in the systems and methods of work, employment, the incentive system, development and training would greatly affect the performance and the achievement of goals efficiently and at higher levels.

4 -**Work environment:** There are many elements surrounding the worker during his performance of his duties and what is known as the components of the internal environment of horizontal and vertical organizational social relations. Incentive system, communication... or the so-called organizing factors, have a very important impact on the performance behavior of the human element. Irregularity in work, withdrawal, absences, accidents, and employee turnover often lead to a negative work environment.

5- **Nature of work:** It indicates the extent of the importance of the job that the worker performs, the amount of growth and promotion opportunities available to the incumbent, and the level of saturation resulting from the job,

as the greater the degree of compatibility between the worker and the work he performs, the greater his motivation and loyalty to the institution and, accordingly, productivity.

6- **Technical factors:** Machines and equipment have a central role in influencing performance, maintenance, operating conditions of machines and equipment, availability of spare parts and performance knowledge, all of which are specific to the size and level of production capacity used.

b- **External factors:** The external factors affecting the performance of institutions include a list of factors, including:

- Social and cultural environment: inherited customs and traditions, individual tendencies in society, illiteracy rate, and types of vocational and technical education programs.
- The political and legal environment: in terms of the nature of the political system, political stability, flexibility of regulations and legislation, and foreign policy.
- Economic environment: in terms of the general economic framework of the state (free or directed economy).

Community Study:-

Community study is all that research results can be circulated to. And restricting population study is necessary to justify sample limitation instead of applying the research on community. also knowledge extent circulation of study results, and confirming of sample's community representation, & whereas current study's orientation is to know motivation relationship to workers performance level, therefore it is natural for community study to be represented in a productive institution, by choosing the National Paints Corporation, Oran Unit.

Study Sample:-

We resort to select a sample of the community, if it was not possible to conduct. The study on all research community members, due to their large number. so a sample was taken from National Paints Corporation in Oran, where the questionnaire was distributed to the institution workers in which we conducted the study, and on this basis we have distributed (30) Questionnaires based on study sample, and (20) questionnaires were obtained, with a retrieval rate of 66, 67%.

Study Tools & Data Collection:-

A set of tools used due to topic nature and information, and data collected from the following sources:

1-Primary sources:-

Questionnaire:

For treatment of analytical aspects of study subject, primary data collection through questionnaire was used as a main tool for collecting field data because of its importance in saving time & effort. (BOUKHMKHAM, 2001)

One of most important methodological considerations adopted in testing, this tool as a primary method in field data collection, is that the questionnaire is a structured and controlled tool for collecting study data by formulating a model of questions directed to institution's members to obtain specific data, in addition to consistency & complementarity between this tool usage & general research topic framework (elkhouzami, 1999). As well as sample, size.

In preparing and designing questionnaire, questions graduation and logical sequence were taken into consideration, and the questions should be specific, accurate, homogeneous and clear in content, & these questions included-

Multiple-choice questions and specific or closed-ended questions. This questionnaire was completed in several stages: Preparing stages, testing and final formulation phase.

2- Secondary Sources:

We have depend on a varied list of Arab, foreign books and magazines, in addition to articles, published research & doctoral theses that dealt with aspects of subject study, also, with Internet help, in order to complete theoretical study framework, through which the study problem and its hypotheses were determined.

Description & analysis of study tool (questionnaire):

The questionnaire was used as a study tool, where the questionnaire is considered a convenient tool to obtain information, data & facts related to a specific reality, and the following is an explanation of its most important axes, dimensions and to ensure its suitability for study purpose:

Dimensions and questionnaire axes:-

Questionnaire consists of three axes in addition to submission description, which are as follows:-

1- **First Axis:** related to personal & professional data, sex, age, civil status, current job,

Title, scientific, Educational achievement & experience.

2- **Second axis:** It depends on motivation variable & types to the organization.

3- **Third axis:** depends on product motivation & its importance to Human resources.

Preparing information for analysis:

The stage of preparing information for analysis takes place through three steps: reviewing the information, classifying it and then unloading them.

Information Reviewing:

The information collected was reviewed and some of them were excluded, (20) correct and complete information questionnaires were retrieved out of (30) questionnaires, with retrieval rate of 66%, where completion and retrieval of (10) ones could not be done for certain reasons.

Information tabbing:-

Coding method for questionnaire forms & questions contained in them was used to facilitate process of entering & dealing with computer, & retrieved forms were numbered from 1 to 20.

Unloading information:

After the completion of the coding process for the forms, questions and answers, then transfer to the stage of entering data into computer by using statistical packages program to handle social research (SPSS)

Used statistical methods:-

For achieving study goals & to test its hypotheses, we depend on a set of statistical methods in line with study nature, its orientations, and these methods were as follows:-

Iterations & percentages:-

- **Correlation coefficient:** to measure type & degree of relationship between variables of the Independent & dependent study, also to identify strength, direction & significance of Relationship between variables.
- Determination coefficient.
- Interpretation and results analysis.
- Study of personal information for study sample members.

- Sex:

table No. (1): Distribution of sample members as per gender

Percentage	Repetition	
60,0	12	Man
40,0	8	Woman
100,0	20	Total

Source: prepared by researcher

It will be evident through the table , that high percentage of sample members were males, as their number reached 12 out of total of 20, with an estimated percentage of 60% of study sample, while number of females reached a percentage estimated at 20%, thus, the study sample is predominantly male in nature, and the institution is of a productive nature.

Age:

Table No. 2, Distribution of individuals sample according to age

Percentage	Repetition	
45,0	9	Less than 30 years
50,0	1	Between 30 & 49 years
5,0	1	More than 50 years
100,0	20	Total

Source: prepared by researcher

We note from the table, that there is high percentage of sample members between 30 and 49 years, representing 50%, and this is due to experience of this category member within the institution. while the group of less than 30 years comes after it, which represents 45% because the institution heavily depends on youth employment, while group of more than 50 years It represents 5%, and this is due to fact that the institution requires highly experienced persons.

The job position:

Table No. 3: distribution of sample members as per position:

Source: prepared by researcher, we notice that from the table match HR distribution in management whereas That related to Est. needs for manpower, That is related to existence of administrative positions but percentage of 20% is related to high position in the Est.	Percentage	Repetition		Of position distribution inside the Est. Highness of executive persons is 50% & control persons percentage is 30% &
	20,0	4	Framework	
	30,0	6	Assist	
	50,0	10	Control	
	100,0	20	Assist Outlet Total	

Source: prepared by researcher

Academic Achievement:

Table No. 4, Distribution of sample members as per academic achievement

Percentage	Repetition	
50,0	1	Basic Academic certificate
25,0	5	Intermediate Education certificate
15,0	3	Baccalaureate certificate
30,0	6	Licentiate Degree
20,0	4	Master degree
5,0	1	Specialized diploma
100,0	20	Total

Source: prepared by researcher

We notice through the table, a discrepancy in distribution of sample members according to educational attainment, & that is the percentages of 5%, 25% for the basic and intermediate education certificate. for productive tasks that do not require a high scientific level, as for the ratios of 15, 30 and 20% for the baccalaureate, bachelor's and master's degrees, and this is because the institution requires scientific levels for certain positions. With a percentage of 5% for the specialized diploma and this is for the institution's need.

Descriptive analysis of the study sample answers:

Description of sample's choice of motivation types

Table No. 5: Samples members answers around motivations types

Samples members answers		Type of motivations in the institution
Percentages	Repetition	
15,9%	13	relationship between superior and subordinate
17,1%	14	Catalyst for work
9,8%	8	possibility of employment is a catalyst for work
15,9%	13	work contains successive promotions is a catalyst for work
17,1%	14	Working within an understanding group is a catalyst for action
13,4%	11	Success and progress are performance catalysts
11,0%	9	Comfortable working conditions that stimulate work

Source: Prepared by the researcher

We notice through the table, a variation in the sample's choice of types of motivation, and that comes from both (ability to form) ,and (success and progress) at the forefront by 17.1%, followed by (the good relationship between the boss and the mentor), and (work within an understanding group) by 15,9% . The Comfortable working conditions 13.4%, while the high wage

was 11%, and in the end it was (work that contains successive promotions) with a rate of 9,8%.

Linking between motivation and performance:

1- Performance & wage or pay relationship:

Table No. 6: Relationship between wage & performance

Performance	
Correlation coefficient 0,336 Determination coefficient 01128	Pay or wage satisfaction

Source: Prepared by the researcher

Through the table, we notice existence of a direct relationship between satisfaction with remuneration and performance with a value of 0.336 for the correlation coefficient.

Wage or pay affects by percentage of 11, 28% on performance. The relationship of exerted effort to possibility formation

Table No. 7 The relationship of exerted effort to possibility formation

Expended effort	
Correlation coefficient 0,426 Determination coefficient 0,1814	Formation

Source: Prepared by the researcher

Through the table, we note that there is a direct relationship between the formation and expended effort with a value of 0.426 for the coefficient of correlation; and that formation affects by percentage of 18.14% of the expended effort.

3- Relationship of successive promotions with performance

Table No. 8, Relationship of successive promotions with performance:

Performance	
Correlation coefficient 0,43 Determination coefficient 0,1849	successive promotions

Source: Prepared by the researcher

Through the table, we notice existence of an inverse relationship between successive promotions and performance with a value of 0.43 for the coefficient of correlation and those successive promotions affects

By a percentage of 18.49% of the performance.

4- Performance relationship with working within a collective group

Table No. 10, Performance relationship with working within a collective group:

Performance	
Correlation coefficient 0,23	Working Within a collective group
Determination coefficient 0,05	

Source: Prepared by the researcher

Through the table, we notice that the existence of a direct relationship between work within a group of understanding and performance with a ratio of 0.23 to the coefficient of correlation, and that work within a cooperative group affects by a percentage of 5% in performance.

Hypotheses correctness testing:

In this requirement we deal with testing of study hypotheses, as task of this paragraph focused on choosing the extent of acceptance or rejection of study hypotheses by using coefficient of correlation and determination according to following:-

First hypothesis: “Motivation affects positively on workers performance”

Through the link between motivation & employee performance, we found out the positive effect of some types of motivation on performance through coefficients ratios of correlation and determination, where it was: -

$R=0,43$, $R^2=0,1128$ (11, 28%): Between motivation factor, which represents in wage & its influence in on performance.

$R=0,426$, $R^2=0,1814$ (18, 14%): Between the formation factor and the performance represented in the effort expended.

$R=0,23$, $R^2=0,05$ (5%): Between working in an understanding group and its relationship to performance.

Second hypothesis: "There are other factors which effects on performance" Through the link between motivation and the performance of employees, we found out that are other factors that affect the performance of employees.

As an example:-

R=0, 43, R=0, 1849 (18, 49%): Relationship between successive promotions & performance.

Through our linking of motivation component & performance, it became clear that motivation plays an important role in performance, but there are other factors that affect the performance of employees, that affect the personal, social and even practical aspects, such as the experience & well-being and loyalty to the organization, in addition to worker's love for his institution and his psychological stability.

Finally, we conclude from this, "There is complementarity between the first hypothesis and the second one, in the presence of the effect of various kinds of stimulation on performance, in addition to the presence of other factors that affect performance."

Conclusion

After conducting a field study at National Paints Corporation level, Oran unit, and we got acquainted with the main institution in general, about its origins, its historical development, various branches in all country regions, and in particular we got acquainted with Oran unit, which we are about to drop our topic "The relationship of motivation to staff performance level" In view of the practical reality, where the unit was presented, its inception, its organizational structure and other tasks various.

The questionnaire was distributed to a sample of human resources and it was subjected to various levels (framework, control assistance, implementer assistance). The questionnaire was used as a study tool, as it is considered an appropriate tool to obtain information, data & facts related to a specific reality. Forms and even unpacking them into the Statistical Package for Social Sciences (SPSS) program to be processed using various statistical methods.

After obtaining results through or by the program, they were analyzed and interpreted as we described the studied sample, then we were subjected to a descriptive analysis on the selection of different individuals for different types of stimuli and we linked between motivation and performance by choosing different types of motivation and their impact on performance by calculating the correlation and determination factors.

When testing hypotheses, we found that there is an integration between the first hypothesis, "motivation positively affects performance" and second hypothesis, "there are other factors that affect the performance of employees" and that motivation of all kinds affects performance, but there are other factors affecting performance, which are on personal and social side. For human resources such as loyalty to institution, job stability, experience factor and institution belonging love.

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