

The wage system as a mechanism for promoting job satisfaction in Algerian local government: a field study in the municipality of Chiffa.

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Abstract:

The wage system is an important indicator for the study of organizations, as it is one of the most important effective variables in it. We find that it has a relationship with scientific competencies, the nature of the institution's activity, and also a group of other factors. These determinants lead to job satisfaction, as it is the basic base of the local economy.

The study concluded that it is necessary to highlight the role of the wage system in Algeria, and its impact on the profitability of the worker, as well as the evaluation of the performance of employees periodically, and whether this network is compatible with the developments taking place, especially in terms of the standard of living of the citizen, as well as in parallel with the changes known to the local economy from one hand, and the general economy of the state on the other.

Keywords: wage system; Job Satisfaction; Local groups; the local economy

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1. INTRODUCTION

The issue of wages is one of the most important issues, as it plays a major role in determining many of the outcomes of organizational performance. It is a reward for an individual's behavior within the organization and has a significant impact on their job satisfaction, thereby preventing absenteeism and turnover resulting from dissatisfaction.

There are a number of rights for employees that are guaranteed by applicable legislation. These rights are considered gains for the worker or employee, and at the same time, the employer is obliged to fulfill them in exchange for the performance of the duties assigned to them, compliance with instructions, and working to apply them confidentially, as required by the nature of the work.

Given the importance of these rights for workers and their impact on their satisfaction, it is necessary to pay attention to the strengths and weaknesses that affect their satisfaction and the factors that influence it, including wages. This research therefore attempts to answer the following question:

How can the wage system achieve job satisfaction for employees of Algerian municipalities?

This study is based on the following main hypothesis:

- The more the remuneration system reflects the effort exerted, the greater the satisfaction of municipal employees.

This study aims to:

- Address the dimensions of the remuneration system and examine their relationship with job satisfaction.

- Identify the concept of the remuneration system and how it affects the satisfaction of municipal employees.

- Reveal the extent of satisfaction with the remuneration system in Algerian institutions.

- Work to develop the interest of administrative leaders in employee satisfaction with the remuneration system.

- Address the most important factors that influence the determination of the wage system, as well as the most important factors that influence employee satisfaction.

On this basis, the wage system must be commensurate with the efforts made by employees or workers. Municipal employees in Algeria today suffer from low wages, which will have repercussions on job satisfaction, and this is what the study will address.

To address this study, a descriptive analytical approach was used, as it is an approach based on investigating phenomena and analyzing them, including administrative phenomena, and because the descriptive analytical approach is appropriate for the objectives of the research.

2. A cognitive approach to the wage system

The establishment of an employment relationship between an employee and an employer entails a set of rights and obligations based on a set of laws, agreements, or employment contracts that define the general nature of the employment system and the entitlements to be paid in return for performance, represented by a set of rights ranging from the right to wages to the right to protection, occupational health.

2 - 1 Concept of the wage system

First: Concept of wages:

A/ Language: Wages are defined linguistically as the offer of work and benefit. The plural form of wages means reward and compensation. Wages also have an economic meaning, which is the reward for work. In this sense, wages are the value of human labor or its material or non-material equivalent. (Hijazi, 2006)

B/ Terminology: The Algerian legislature stipulated in Law 90/11 dated 26 Ramadan 1410 AH, corresponding to April 21, 1990, amended and supplemented, relating to labor relations, specifically Article 80, that: The worker has the right to remuneration for the work performed and shall receive a salary or income commensurate with the results of the work.

Article 81 explains the concept of salary as:

- The basic wage resulting from professional classification in the employing body.
- Compensation paid due to special working conditions, in particular shift work, harmful and compulsory work, including night work, and regional allowances.
- Bonuses linked to work productivity and results.

Article 82 adds that the concept of income commensurate with work results refers to performance-based pay, particularly for compulsory work, piecework, or work paid on a quota basis according to the number of tasks completed. (Algeria, January 11, 1997)

It is clear from the Algerian legislator's concept that he presents three terms: income, wage, and salary.

Some thinkers followed his approach, saying that wages are what workers receive on a daily or weekly basis. (Ahmed, 2001)

There are also those who define wages according to the following fields:

A. The economic definition of wages: John Marshall presented a traditional economic definition, considering wages in the old capitalist theory to be merely the price or cost of labor

determined by quantity, quality, and the time taken to complete it. Therefore, wages are an element of the cost of production.

B. Social definition of wages:

Wages are a basic resource and means for workers to secure an acceptable standard of living for themselves and their families, covering most of their needs. Earning wages allows individuals to satisfy their material and social desires, such as appearance, status, and social standing corresponding to their job. The benefits received are no longer linked solely to the performance of work, but are intended to ensure security, stability, and the ability to earn a stable income. (Abdel-Baqi, 2000, p. 359)

C. Legal definition of wages: The law defines wages as the financial compensation paid to a worker in exchange for the work they provide to their employer. It is determined by mutual agreement or by laws and regulations and is payable under a contract between the worker and the employer. If the work is the worker's obligation, then the wages are the employer's obligation.

Income is everything that comes into the worker's possession, regardless of its type.

Wages also have several characteristics, which we will mention below:

A. The conditional link between work and wages: When defining wages, we pointed out that they are in exchange for work performed, meaning that they are fundamentally and organically linked to payment. Workers are entitled to wages only in exchange for the legal period during which they performed work or in exchange for the work output they achieved.

B. Equality: Payment is made equally among workers who perform the same jobs, regardless of gender, and on the basis of the effort expended in relation to the knowledge and skills required by the job. Every employer must ensure equal pay for workers for work of equal value without any discrimination. (Al-Hiti, 2003, p. 151)

C. Cash payment:

Laws and regulations stipulate that wages must be in the form of coins or paper money or expressed in cash amounts only, and paid in cash.

D. Regular and indivisible payment:

Workers have the right to receive their full wages periodically and regularly. Employers must pay wages to each worker regularly when they become due, they may not be divided or paid in installments.

E. Legal protection of wages:

This includes several principles, as follows:

- The principle of wage priority over other debts: This means that workers' financial rights, such as wages and various related benefits, such as bonuses and incentives, take precedence over other debts that may be incurred by the employer, regardless of their civil or commercial nature.
- The principle of non-seizability of wages: This principle complements and supplements the previous principle, because wage funds, the appropriations allocated for wages and various allowances in the budget of the employing institution, once approved, are considered an acquired right of workers that cannot be infringed upon or disposed of by transfer, modification, cancellation, or reduction.
- The principle of invalidity of wage waivers: This principle invalidates any waiver by the worker of all or part of his wages, regardless of the nature of the waiver, whether it is with or without the worker's consent.

F. The obligation to pay the worker his wages personally and directly:

The worker has the exclusive right to receive the wages due for the work performed, which means that the employer must pay the wages to the worker personally without the use of an intermediary, based on the worker's obligation to perform the work personally, except in the event of an impediment to the latter, in which case payment may be made to any person authorized by him in writing.

Payment at the usual place and time: The law stipulates that wages must be paid on normal working days and at normal working times, and not on rest days, holidays, or vacations. Wages cannot be paid in places that lead to rapid spending.

J. Mandatory delivery of a pay slip or wage statement:

This is a document that records all elements of wages in their various forms and types, along with all data relating to the employee and employer, so that the amount of wages and all its elements are listed by name in the periodic wage slip prepared by the employer, and its delivery is made mandatory on the employer, and failure to deliver it is considered a violation of the law because it has made it a document of proof.

Second: Criteria for determining and distributing the wage system and its importance

A. Criteria for determining the wage system:

- **Duration criterion:** Based on this criterion, the value of the wage is determined according to the specific duration that the worker spends in the workplace, whether short, medium, or long. Here, individual or collective productivity is not taken into account, nor is quantity or quality.
- **Productivity criterion:** Based on this criterion, wages are linked to the level of quantity, quality, or even results, resulting in wage instability as wages change with productivity. This criterion

serves the interests of the employer, as it is often necessary to maintain or increase productivity levels.

- **Dual criterion:** This criterion attempts to take advantage of the benefits of the previous two criteria, as labor legislation adopts them together to determine the basic wage and some of its permanent and fixed supplements according to the first criterion, i.e., on the basis of a specific time unit of calculation, which is usually a month.

B. Wage distribution criteria These criteria can be summarized as follows:

- **Performance:** This is a criterion adopted by many organizations, but it faces many problems, such as the difficulty of measuring performance for some jobs, such as administrative ones, and the difficulty of generalizing it to all jobs. Furthermore, performance is linked to results that are measured in terms of quantity and quality.

- **Effort:** This criterion is used when it is difficult to use the performance criterion. It considers that an individual who exerts or attempts to exert effort to accomplish a specific task should be rewarded, and the compensation should be commensurate with the effort exerted by the working individual. However, this system encounters difficulty in assessing the value of mental and physical effort and determining the amount of compensation due.

- **Seniority:** This criterion is called job rights and is related to the period of time an individual spends in a particular job. It is based on the principles of investment theory advocated by many writers and adopted as a basis for career planning. For example, we find that reaching the position of head of a municipal department is often the lot of experienced employees, especially when it comes to technical aspects.

- **Skills:** Compensation is distributed based on the skills and qualifications that an individual possesses, even if they are not used. A person with academic qualifications is at a certain level commensurate with those qualifications, and the distribution of compensation depends on supply and demand, the type of skill, and the market in general.

- **Difficulty of work:** The complexity or difficulty of the work is a criterion for the distribution of wages, as wages are determined according to the work.

C. Importance of the wage system:

- **For workers:** Workers are concerned with wages for several different reasons. First, wages represent an important source of livelihood for individuals, determining their level of well-being, services, and financial needs that they can provide for themselves and their families. The wages that individuals earn affect their status in society in comparison to their position or status at work, which may only be known to their immediate superiors. (al-Mursi, 2003)

- **For the organization:** Wages are of great importance to the organization because they represent a significant part of the cost of production. However, the proportion of labor costs varies from one organization to another depending on the nature of its activity and the extent to which it relies on human resources in its operations and pays them appropriate wages. (Bakr, 2003/2004, p. 404)

- **For society:** Wages also affect different groups and institutions within society. On the one hand, wages increase the purchasing power of workers, thereby increasing the economic income of society. On the other hand, however, wage increases cause prices to rise, thereby reducing the standard of living of these workers.

2 - 2 Wage Determination System

First: Tools and Steps for Determining the Wage System:

A. Tools for determining the wage system: In practice, there are three tools or means for determining wages, namely individual employment contracts, collective labor agreements, and official regulatory texts, given that these tools are permanently applicable in various comparative legislations, including Algerian legislation.

- **Under employment contracts:** In many cases, an employment contract is the best and only means of determining wages within the context of determining the various other conditions included in the contract, whereby the parties to the contract agree to determine the basic wage and the wage for the position. Here, we can refer to the case of pre-employment contracts, under which employees are hired for a specific period.

- **By virtue of public authority decisions:** In addition to the above methods, there is a method used when the state adopts the regulation of labor relations, or in other words, countries that control the establishment of various laws and regulations related to labor relations through the government.

- **Under collective agreements:** Collective agreements are another means of determining wages, as they have broad powers to determine and regulate working conditions and define the relationship between workers and employers. One of the most important areas covered by these agreements is wages.

B. Steps for determining the wage structure

The primary function of human resource management is to design a wage system. Therefore, attention should be paid to determining the stages and steps, which we will discuss below:

- **Preliminary decisions:** These decisions determine the type of job evaluation system. Will it be formal, governed by specific, codified, and written rules and regulations, or will it be informal, not governed by rules, unwritten, and conducted on a personal basis or according to circumstances?

- **Defining the features of the evaluation plan:** This involves determining the jobs that will be evaluated, the main ones, and using them as a benchmark for other jobs in the organization. A

schedule for implementation is then drawn up, specifying the implementation steps, the time each step will take, who will carry out the implementation, and the costs of the evaluation.

- **Choosing the evaluation method:** There is more than one method that can be used to evaluate the organization's jobs, and each method has its advantages, disadvantages, costs, and requirements. The organization chooses the method that suits: the nature and size of the organization's activities, the nature of the jobs to be evaluated, the resources available to the organization in terms of time, effort, and money, and the degree of difficulty in implementing each method.

- **Actual job evaluation:** Here, the evaluation process is carried out based on the objective plan, in accordance with its specific steps, with the human resources department responsible for monitoring the plan's progress to ensure that its objectives are achieved.

- **Job structure design:** The job structure consists of a group of jobs that have been evaluated previously and are grouped into a number of grades or categories, so that each grade or category includes a group of jobs that are similar in importance or nature. This evaluation makes it easier for the organization to price the grades, i.e., to assign them a wage, rather than pricing each job individually.

Second: Factors affecting the wage system

A. Internal factors

- **The capacity and capabilities of the establishment:** The level of wages and salaries paid by the organization to its employees depends on its financial capabilities and position. The higher its profits and sales, the more it can afford to pay high wages.

- **Job requirements:** There is undoubtedly a relationship between wages and job performance requirements. The greater the requirements, the higher the corresponding wage, and vice versa.

- **Productivity:** There is a constant relationship between work productivity and the wages earned (individual output). Productivity is usually measured by the amount of output per hour worked, and management usually prefers to link wages to production.

B. External factors:

- **Prevailing wages and salaries:** Wage levels in an organization or project are influenced by the prevailing wages and salaries in society for similar jobs in other organizations.

- **Market:** The labor market contributes significantly to determining wage and salary levels in terms of labor supply and demand, labor scarcity and abundance. The greater the demand for human resources, the higher the wages, and vice versa, depending on the type of labor, especially those with experience, specialization, and high skills.

- **Cost of living:** If an organization wants to maintain the efficiency and morale of its employees, it must pay them sufficient wages to ensure that they can live at an appropriate standard.

- **Labor legislation and laws:** Wage levels are affected by the type of labor legislation and laws prevailing in a country, For example, in Algeria, bodies subject to Law 90/11, institutions, and public administration have a legal working week of 40 hours spread over 5 days, and Article 07 specifies that the daily working hours are 12 hours per day. (algeria, establishing the legal duration of work., January 11, 1997)

3. The impact of the wage system on municipal employee satisfaction

3.1 Definition and

First: Definition of job satisfaction

- **Language:** To be satisfied with something: to choose it and be content with it, (to be satisfied, to be pleased, to be content, and to be pleased with it) as opposed to discontent, which is (dissatisfaction). Some people write this word as “رضى” because it comes from the verb رضى, from which رضا is derived. (Al-Bustani, 1956, p. 249)

Mahmoud Mohamed Al-Badawi says that job satisfaction is nothing more than a combination of psychological, physiological, and environmental conditions surrounding an employee's relationship with colleagues and superiors, which are consistent with their personality and make them sincerely say, “I am happy with my job.”

Nasser Mohamed Al-Adili agrees with him, also viewing job satisfaction as “a psychological feeling of contentment, satisfaction, or happiness due to the fulfillment of needs, desires, and expectations with regard to the work itself, the work environment, and other related indicators.”

Job satisfaction is a set of positive feelings (acceptance, happiness, enjoyment) that an employee feels towards themselves, their job, and the organization they work for, which transforms their work and, consequently, their entire life into true pleasure, the pleasure of work and the pleasure of life. (Ramadan, 2006, p. 4)

Some people interested in this topic have two approaches to it:

- **The general approach:** This approach focuses on overall job satisfaction, in other words, a general summary that serves as an indicator of an individual's attitude toward their work, cutting across all aspects of satisfaction. An example of this would be an individual saying, “Overall, I like my job, although there are some aspects that stand in the way of achieving some improvements.” (Hassan, 2002, p. 169)

- **Multi-faceted approach:** This approach views satisfaction as consisting of feelings and attitudes related to elements of the job, with satisfaction varying in degree across different aspects

of work. Examples of these aspects include the work itself, pay, promotions, management style, relationships with colleagues, and company policy and procedures. (Ronald Reggio, Introduction to Industrial and Organizational Psychology, 1999, p. 268)

The psychological feelings that an individual has towards their work are considered. There is morale, which is used as a synonym for job satisfaction, but morale is a phenomenon that relates more to the group of workers than to individual feelings. Job satisfaction has been previously defined as an individual's feelings towards the job they do. There is a psychological tendency towards work, and there is job satisfaction. (Aweidah, 1996, p. 154)

There are also two groups of factors that individuals encounter in an organization: factors that cause satisfaction, known as motivating factors, and completely independent factors responsible for dissatisfaction, known as preventive factors, which are similar to the lower-level needs in Maslow's hierarchy and are responsible for causing dissatisfaction. (Al-Hanawi & Mohamed Saeed Sultan, 1994, p. 221)

Second: Manifestations and effects of job satisfaction

A. Manifestations of job satisfaction:

- **On physical health:** Satisfaction is one of the causes of psychological balance, as it affects physical health. Objective physical symptoms such as headaches, loss of appetite, and indigestion occur after repeated job dissatisfaction as an inevitable result. A link has also been found between job satisfaction and some physical symptoms such as fatigue, difficulty breathing, and headaches.
- **On mental health:** An employee may not be satisfied with their job, but due to poor social conditions, they are forced to stay and continue in that job, as is the case in our reality today. This puts them under great pressure, causing them to experience an internal conflict that grows day by day, affecting their mental health.

B. The effects of job satisfaction can be summarized as follows:

- High attendance and low rates of complaints and accidents. However, a lack of complaints does not necessarily indicate job satisfaction, as individuals may become severely frustrated as a result of their complaints not being heard, leading to a negative reaction.
- No conflict between employees or between employees and the organization.
- Employee cohesion and cooperation to achieve the organization's goals.
- Employees' ability to deal with crises decisively and adapt to changing circumstances.
- Hard figures for production efficiency, meaning the average production for a period of time compared to actual production. If production is stable at a reasonable level, according to estimated ratios, and its costs are equal to its sales, with the condition of profit being met and little damage to total production, this is evidence of job satisfaction among employees. However, if costs increase and performance levels decline, the opposite is true: satisfaction within the

organization declines.

- Job satisfaction and performance level:

Many people believe that individuals who feel satisfied at work are more productive, but to what extent is this belief true in reality? Studies have generally indicated a positive relationship between job satisfaction and productivity, but this relationship has not been statistically significant. This can be attributed to several reasons:

- In some jobs, productivity levels are fixed and do not allow for any fluctuations, as there is a minimum level of productivity required for an individual to remain in their job, for example.
- In some cases, the relationship between job satisfaction and productivity is not direct but is mediated by factors such as wages and bonuses.

There are other manifestations of dissatisfaction that we observe in working individuals, including:

- Violating rules and regulations and disobeying orders.
- Loss of interest in work, feeling tired and bored.
- Slowing down and stopping work, leading to a decrease in productivity.
- Instability and turnover of workers, leaving early before the scheduled time and working hours.
- Frequent complaints and grievances, frequent quarrels with colleagues and the boss, and frequent lies.

3 - 2 Factors affecting job satisfaction among municipal employees

First: Risks of job dissatisfaction The most important consequences of job dissatisfaction are:

- **Withdrawal from work:**

When an individual feels dissatisfied with their job, they will always look for ways to distance themselves from it. This is known as withdrawal from work, and there are two main forms of withdrawal: absenteeism and voluntary resignation.

A. Absenteeism: Job dissatisfaction may cause an individual to be frequently absent from work, but this may not necessarily happen in all cases. An individual may be dissatisfied with their job but not be absent from work because they feel the need to be present to complete a project that is important to them.

B. Quitting work: This means resigning, which is a state of dissatisfaction with work, but this is governed by several other factors. We may find that an individual's dissatisfaction with their work leads them to quit.

Some practical studies confirm that the economic situation and success in finding alternative work greatly influence voluntary job leaving. Organizations are interested in studying the reasons that lead to job leaving because of the high costs incurred by the institution.

The following is the decision-making process between feeling dissatisfied and leaving work:

- Feeling dissatisfied and thinking about leaving work.
- Evaluating the expected benefits of looking for a new job, searching for alternatives, and comparing them to the current job.

Second: Factors related to the employee and the job

Job satisfaction factors are numerous and varied and differ depending on the job, including:

A. Factors specific to the individual:

- Individual needs:

These are expressed as the feeling and desire to obtain something specific. Individual needs are many and varied, some of which are met and some of which are not. If they are met, the individual feels satisfied and can then look forward to other things. (Khattab, 1999 , p. 64.)

- Opportunity for promotion:

Promotion is when an employee is given a job with greater responsibility than their previous job. Promotion is considered an opportunity for the individual to develop their abilities, as it is administrative recognition of their efforts, and obtaining it brings a degree of satisfaction. The higher an individual's expectations for promotion, the less satisfaction they will derive from it compared to someone whose expectations were lower.

- Job content:

This is considered an important factor in determining job satisfaction, as a number of researchers have assumed that it is the sole determinant of happiness at work, excluding other factors. However, interest in this factor is relatively recent. Among the most important job content variables related to satisfaction are the degree of task variety, which breaks the routine and reduces boredom, and the degree of self-control available to the individual, i.e., the degree of freedom the individual has in choosing the methods and speed of performing the work.

Salary:

Salary is considered one of the elements of job satisfaction, as it is compensation for the effort exerted by the employee in performing the job assigned to them. It is considered one of the

most important rights on the basis of which the employee agrees to work for a particular institution. Many studies have been conducted on the relationship between salary and satisfaction, as each individual views it from the perspective that is important to them. (Hamzawi, 1987, p. 231)

B. Factors related to working conditions:

- Working hours and breaks:

Working hours: The impact of working hours is reflected in workers' performance through the degree of physical and psychological stress, which should not exceed reasonable limits in order to ensure worker efficiency, which decreases as soon as the worker feels stressed, and this is clearly reflected in their morale.

Breaks: Scientifically determining the frequency and duration of breaks has become more than an urgent necessity in work that is nerve-wracking due to the abundance of machines and noisy environments. Breaks vary depending on the nature of the work, and they are also very important in preventing workplace accidents.

Working conditions:

Since the emergence of industrial psychology, attention has been paid to the physical conditions of work and their impact on satisfaction and performance. Numerous experiments and studies have been conducted around the world on the impact of the work environment on workers and their behavior. There is a significant relationship between poor working conditions and individual dissatisfaction.

C. Factors related to work relationships

- Supervision style:

Supervision style is one of the factors that influence satisfaction. Most studies conducted on this topic have confirmed that there is a strong relationship between supervision style and employee satisfaction. The daily treatment of employees by supervisors has an impact on their satisfaction. Employees are greatly influenced by leadership style. When we talk about the municipal council's supervision of municipal work, we are essentially talking about the composition of the council members and their ability to understand the various issues faced by employees or workers, especially in light of the existence of municipalities that have established economic institutions, such as the municipality of Blida, which has established three economic institutions. (Fahmy, 1984, p. 207)

Work group:

The work group plays a major role in an individual's job satisfaction, as it can be a source of benefit or stress. If the individual's interaction with the group he works with is beneficial, this

will contribute to his satisfaction. However, if his interaction with them is a source of stress or hinders the fulfillment of his needs or the achievement of his goals, this will lead to dissatisfaction with his work.

Enhancing job satisfaction at the municipal level will enable improved performance and creativity, and thinking strategically will inevitably lead to wealth creation. Municipal employees are the ones who will work to enforce the decisions of the municipal council, given that the administrative apparatus is the one that, through its mechanisms and under the supervision of both the president of the municipal council on the one hand and the secretary general of the municipality on the other, works to implement decisions. Job satisfaction is also related to the wage system as a financial incentive. There is also a moral incentive, which is created by fostering a participatory management atmosphere. This can only be achieved by providing an appropriate wage system that allows employees to think freely. This is to promote competition among employees to come up with suggestions and solutions they think are good for fixing things, especially when it comes to economic development. In a global economy where competition is getting tougher, these suggestions will help reevaluate development policies in the economic business environment.

This brings us to the conclusion that municipalities must work to stimulate their local economies in order to improve the quality of life of their employees and promote comprehensive growth in cooperation with the private sector. Studies and projects in this field cover public-private partnerships, privatization, municipal revenue generation, entrepreneurship, and sustainable development.

4. CONCLUSION

The study concluded that the wage system is of paramount importance in achieving job satisfaction, as it provides psychological motivation that encourages workers and employees to perform better and achieve more. Municipal employees today suffer from a weak wage system, which creates an atmosphere of job dissatisfaction. In addition, most employees take on additional work to cover their needs, especially pre-employment contract workers. In light of the above, we have reached a set of conclusions and recommendations, which we summarize as follows:

- The institution should strive to build a fair wage and reward system in the eyes of the individual, making them more satisfied with their work, and linking wages to the benefits that accrue to the organization.

- Work to improve the relationship between supervisors and employees in the organization to ensure a good relationship based on respect and appreciation, taking into account common interests.

- Promoting decentralization in management to ensure that individuals have the right to make decisions, allowing them to participate in decision-making.

- Reviewing the guaranteed national minimum wage and working to eliminate taxes on low-income earners, thereby enabling employees to increase their purchasing power.

- Taking into account the interests of employees in choosing their jobs, and working to achieve them on the part of senior management.

- Avoiding routine in work and listing the means that can be used to alleviate this feeling, taking into account the capabilities of the organization.

- Maintaining the internal competencies of the organization and working to attract external competencies.

- Work to update legislation that guarantees the rights of workers and employees and regulates the organization's work processes.

- Provide a suitable environment in municipalities for large-scale investment operations.

- Work to strengthen the local economy by reviewing the wages of workers and employees to ensure their motivation and strengthen their sense of belonging to the organization.

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