The impact of motivation on employee performance in an organization

-A case study of the Directorate of Trade and Export Promotion in Chlef Province-

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Abstract:

This study aimed to identify respondents' perceptions of the level of motivation, both material and moral, among employees at the Directorate of Trade and Export Promotion in Chlef Province, and the impact this has had on improving employee performance, To achieve this goal, we conducted field visits and administered approximately forty questionnaires to the directorate's employees. In this study, we used the deductive approach, with its descriptive and analytical tools, to examine the theoretical background and apply this to practical analysis. After processing the survey results with SPSS, we concluded that material incentives have an impact on improving employee performance at the directorate, while moral incentives have a weaker impact.

Keywords: Motivation; Employee Performance; job satisfaction; Directorate of Trade and Export Promotion in Chlef.

JelClassificationCodes: J24, J28, M12,M54.

1. INTRODUCTION

The human resource in an organization is different from other resources, as its contribution to the success of the organization differs from the latter, and achieving its goals differs depending on the condition of this resource. If the individuals working in the organization, whether executives or workers, are satisfied and motivated to perform their work, then their contribution to achieving performance will be high. However, if they are not, then these same individuals will be the reason for the failure of this organization, even if we increase the use of resources. Many studies and field experiments have proven that the reason for the success and development of many organizations can be attributed to the individuals working in them and to the presence of effective management that cares about their condition and interests.

Studying the relationship between employee motivation and performance is an important research topic in the field of human resource management. A positively motivated employee who is satisfied with his work contributes to achieving the desired goals and promoting positive values in the organization. This requires establishing a very appropriate motivational system that makes employees give their utmost in their work, in addition to unleashing their latent creative energies. In this research, we will address the role of motivation in the performance of employees in the Directorate of Trade and Export Promotion in Chlef Province. Despite the importance of the two variables of the current research, motivation and employee performance, in theoretical and applied research, analytical studies are still moving slowly in this direction, and this is what many studies have revealed. Based on the above, the problem of our current research emerges, which can be formulated as follows:

What is the impact of motivation on improving the performance of employees at the Directorate of Trade and Export Promotion in ChlefProvince ?

The Sub-questions: This main question includes the following sub-questions:

- What is the concept of motivation and what are its most important theories ?
- What do we mean by employee performance and what are the tools for evaluating it ?
- What is the reality of the incentive system in the Directorate of Commerce in Chlef Province, as well as the performance evaluation of its employees ?

The Study Hypotheses: To answer the previous questions, we can formulate the following hypotheses, which we will seek to test later:

- There is a statistically significant effect of material incentives on the performance of employees in the Directorate of Trade and Export Promotion in Chlef Province.
- There is no statistically significant effect of moral incentives on the performance of employees in the Directorate of Trade and Export Promotion in Chlef Province.

The Study Methodology: The nature of the subject on the one hand and to reach the objectives set for the research and answer its problem on the other hand required us to rely on the deductive approach with its two tools of description and analysis in preparing this research, through describing the theoretical concepts of the incentive system as well as the performance of employees, and analyzing the results of the applied aspect in the case study of the Directorate of

Trade and Export Promotion in the state of Chlef by studying the relationship between the two types of motivation and improving the performance of employees in it in the form of a mathematical model using the SPSS program.

Significance and objectives of the study: The importance of the study lies in explaining the practical framework that links motivation, in its various dimensions—moral and material incentives—with employee performance in the institution under study. This provides those in charge with documented results, data, recommendations, and proposals derived from the field study, which help achieve and develop the elements of motivation, enhance employee performance, and achieve the desired goals.

The study's objectives also focus specifically on identifying the level of motivation among the sample studied, in both its material and moral aspects, and determining which of the latter two has the greatest impact on employee performance in this institution. This is achieved by attempting to construct and test a hypothetical model to arrive at a picture that reflects the relationship between motivation and employee performance in the institution under study.

The Study Structure: To fully understand the research topic, it was divided into the following sections:

2. What is of motivation and job performance;
   2.1. The concept of motivation and its importance;
   2.2. The concept of performance and methods of measuring it;
3. Measuring the impact of motivation on employee performance at the Directorate of Trade and Export Promotion in Chlef;
   3.1. Introduction to the institution under study;
   3.2. Study methodology (methods and procedures);
   3.3. Evaluation of the study model and analysis of results;

2. What is motivation and job performance

2.1. The concept of motivation and its importance: Motivation is important primarily for the individual and secondarily for the organization as a whole, as it is considered a very important tool of influence.

2.1.1Definition of Motivation: Researchers and those interested in the study of motivation have differed in their opinions regarding the development of a unified definition of it, but none of them fall outside the framework of general concepts, as they all revolve around definitions, including:

- Motivation has been defined as: "A group of factors that work to stimulate the kinetic forces in humans, which influence their behavior and actions" (Turki, 2015, p. 20)
- It was also defined as: "Motivation = the strength of the desire to work * the extent of the expectation of success at work" (Whiteley, 2009, p. 18)
- Motivation was also defined as: "It is an administrative practice by a manager to influence employees by stimulating motives, desires, and needs with the aim of satisfying them and making them more prepared to give their best with the aim of achieving high levels of performance and achievement within the organization. This definition emphasizes that motivation is the responsibility of the manager, its purpose

being to mobilize employees and make them more physically and psychologically prepared, and to translate this preparedness into achievements for the organization" (Boukerch, 2012, p. 148)

2.1.2..Types of Motivation: Material and moral motivation are two basic types of motivation used in various fields, such as work, education, and management. They can be defined as follows:

2.1.2.1. **Monetary/Material Motivation:** Motivation that relies on providing material or tangible rewards to an individual in exchange for their efforts or achievements. It is often used to stimulate performance and achieve results. It is defined as "a set of incentives offered to an individual in the form of financial or material rewards with the aim of raising their performance level or encouraging them to achieve specific goals, such as: monthly salaries, bonuses or cash incentives, job promotions, gifts and bonuses, trips, etc." (Touam, 2021, p. 649)

2.1.2.2. **Moral motivation:** is the motivation that depends on meeting the psychological and social needs of the individual, such as appreciation, respect, trust, and a sense of belonging. It is defined as "a set of incentives that aim to enhance the sense of value, belonging, and personal satisfaction through moral support and appreciation, such as: public praise and commendation, granting certificates of appreciation or medals, involving the individual in decision-making, showing trust and respect, providing a positive work environment...etc." (Touam, 2021, p. 649)

2.1.3. The importance of motivation: The basic importance of motivation lies in the importance of the human element as one of the elements of production that can be used efficiently to achieve the goals of the individual, the organization, and society. The importance of incentives comes through the many benefits and advantages that they achieve, and the following are some of them (Al-Alami, 2016, p. 12)

2.1.3.1. The importance of motivation for the organization: This includes the following elements:

- Raising employee performance؛
- Improving the quality of services and products؛
- Upgrading the organization's competitive position.

2.1.3.2. The importance of motivation for the individual: This includes the following:

- Satisfying the individual's material and moral needs؛
- Creating cooperative social relationships between individuals؛
- Creating an atmosphere of mutual trust between the leader and subordinates, which leads to reducing conflicts.

2.1.3.3.The importance of motivation for groups: The most important of these are the following points:

- Stimulating group enthusiasm and encouraging competition among group members؛
- Developing a spirit of participation and cooperation؛
- Developing skills among group members.

2.2. The Concept of Performance and Methods of Measuring It.

2.2.1.Definition of Performance: Several definitions have been offered for performance, each with its own distinct aspects. We will mention the most prominent and important of them below:

- Performance is defined as: "An employee's implementation of the tasks and responsibilities assigned to him by the organization or entity with which his job is associated. It refers to the results achieved by the employee within the organization" (Mahmoud, 2006, p. 3)
- It has also been defined as: "The degree to which the tasks comprising an individual's job are accomplished" (Farawneh, 2016, p. 117)
- Some have also defined it as: "A quantity achieved by an individual or group of individuals after a certain amount of effort, and is judged as good, inefficient, or optimal" (Zargoun and Arabah, 2014, p. 125)
- Although there are differing views on determining a comprehensive definition of performance, there are elements that unite these definitions, as follows (Zargoun and Arabah, 2014, p. 125):
    - **The employee:** The knowledge, skills, values, attitudes, and motivations they possess؛
    - **The job:** The requirements and expectations it presents, and the job opportunities it offers؛
    - **The situation:** The organizational environment, which includes a climate of neglect, supervision, administrative systems, and organizational structure.

2.2.2.Definition of human performance: It refers to the way a person carries out their tasks or responsibilities in a given context, whether at work, school, or daily life. Human performance includes several dimensions, such as (Hashemi and Abboud, 2016, p. 414)

- **Efficiency**: The extent to which a person is able to complete a task correctly and effectively؛
- **Productivity**: The amount of work or results an individual achieves within a specific period of time؛
- **Quality**: The degree of accuracy or excellence of performance, i.e., the degree to which the work is error-free or satisfactory to required standards؛
- **Sustainability**: The individual's ability to maintain a consistent level of performance over the long term.

2.2.3.Performance Measurement: After presenting a set of explanatory definitions of the concept of performance, we will now address the most important methods for measuring employee performance, as follows (Samghoni and Karim, 2019, p. 216):

- **Quantity of Effort Exerted:** This refers to the amount of physical or mental energy an individual expends on the job during a specific period of time, as well as the speed at which work is performed.
- **Quality of Effort Exerted:** This refers to the level of quality in completing the work and the degree to which the effort expended conforms to specific qualitative specifications. Some jobs do not focus on the quantity or speed of performance, but rather on the degree of error-freeness and the extent to which the output conforms to the required specifications.
- **Performance Pattern:** This refers to the method by which work activities are performed. For example, through the performance pattern, the method by which a solution or resolution of a particular problem is reached can be measured.
- **Performance Rates:** This means that the evaluator increases the employee's productivity to determine the employee's efficiency in terms of quality and quantity over a specific period of time. This is done by comparing the employee's completed work with the specified rate.

3. Measuring the Impact of Motivation on Employee Performance at the Directorate of Trade and Export Promotion in Chlef

After briefly addressing the most important theoretical concepts of the topic and focusing on the variables and terminology of the topic, at this point we attempt to link the motivation variable to performance by studying the institution under study by conducting a questionnaire for employees and extracting a mathematical relationship between the two variables using SPSS.

3.1. Definition of the institution under study: The Directorate of Trade for the Wilaya of Chlef is an entity affiliated with the external services of the Ministry of Trade. It is also a provincial directorate with legal personality and an independent entity. The task of implementing the established national policy in the areas of foreign trade, promoting competition and quality, economic protection and consumer safety, regulating commercial activities and regulated fats, economic oversight, and combating fraud was created for it.

The Directorate of Commerce of the State of Chlef is located in the CherifiKadour neighborhood in the municipality of Chlef. It covers an area of 500 square meters, including 361 buildings. The headquarters was completed in 2005 and was put into use in June 2008. It contains 43 offices distributed over three floors and a functional residence according to the following card (D.Commerce, 2025):

Table 01: Technical card of the Directorate of Commerce for the State of Chlef

Floor Number	Number of offices/number of halls
- Basement floor	14
- Ground floor	15
- First floor	16
- Second floor	14
- Third floor	15
- Upper floor	Functional residence currently occupied by the director

The Source:(Promotion Documents of the Directorate of Trade and Export, 2025)

These offices are staffed by 220 employees distributed across various offices, facilitating their tasks as follows:

- Fraud Suppression Division: 84 employees؛
- Commercial Practices Division: 86 employees؛
- Joint Staff: 26 employees.

In addition, there are 24 contracted employees, including prevention agents, guards, and drivers.

3.2. The institution's incentive system: The Directorate of Trade is one of the most important institutions at the state level in implementing the established national policy in the fields of foreign trade, competition, quality, consumer protection, regulation of commercial activities, regulated fats, economic oversight, and the suppression of fraud. This forces its employees to work daily and arduously, requiring an incentive system to achieve the institution's goals and tasks. The incentive system provided by it is as follows:

- **The Wages**: Employee wages vary depending on the nature of each employee, the extent of their responsibilities, and the professional experience they acquire. In other words, employees are paid based on the work they perform and their certification.
- **The Holidays**: There are three types of holidays in the Commerce Department:
  - **Annual Leave**: Every male or female employee is entitled to 30 days of leave per year.
  - **Maternity Leave**: This leave is granted to working women who have a leave period exceeding 91 days.
  - **Exceptional Leave**: This includes the following:
    - Marriage holiday: three days؛
    - Circumcision holiday: three days؛
    - Death holiday: three days.
- **The Retirement**: There are three types of retirement in the Directorate of Commerce:

- Direct retirement: Men reach the age of 60 and women reach the age of 55؛
- Unconditional retirement based on age: Employees are entitled to retirement upon completing 55 full years of professional service, with no age restrictions؛
- Partial retirement: This has been abolished by the Algerian administration.

- **Training**: From the above, we conclude that the Directorate of Commerce provides specialized training courses as needed for all employees, whether internal or external. Its objectives include:
  - Continuously adapting employees to their work environment؛
  - Improving employee performance؛
  - The ability to absorb information؛
  - Improving productivity, which benefits the organization.
- **Communications**: Communications plays an important role in the Directorate of Commerce. The smooth running of institutions requires the efficient transfer of information. This is achieved through the communication process. The objectives are:
  - Ensuring that the message from the manager reaches subordinates؛
  - Mutual trust between employees and subordinates؛
  - Information exchange among them within offices.
- **Promotion**: There are two types:
  - **Promotion in grade**: This is the promotion of an employee in the same rank from one grade to another in three steps: minimum, intermediate, and maximum. Promotion from grade 1 to grade 12 is carried out according to an annual scoring system established by the direct supervisor. This promotion is a right for every employee and is met with the approval of all employees due to the regulatory nature of Decree No. 314 of September 29, 2008, which defines the indicative grid by virtue of which, and Presidential Decree No. 17 on Employee Salaries and the Salary Payment System, established a grading scale consisting of 12 stations.
  - **Promotion in rank**: Promotion in rank is characterized by an increase in salary without an increase in responsibilities and duties. It incorporates both progressivity and competence as secondary criteria, unlike promotion in the rank category, where competence plays the primary role. Promotion is achieved by:
    - Based on the certificates of employees who have obtained the required qualifications during their careers؛
    - Selectively, by registering on the qualification list after consulting an equal-membership committee of employees who have proven the required seniority.

3.3. Study Methodology (Method and Procedures)

Methodology is a necessary requirement for implementing field studies, as it provides clarity on the path to achieving the objectives and desired outcomes of the study in general. In clarifying the study methodology, we focused on three points.

3.3.1.Study population and sample: The study selected the previously known Directorate of Commerce in the state of Chlef. The researcher targeted employees at various job levels in the directorate, considering that they have knowledge and awareness of the nature of laws, procedures and incentives that may affect the performance of employees in the directorate. The number of questionnaires distributed was 40, and 40 questionnaires were returned, which constitutes a response rate equal to 100%.

The rationale for selecting the directorate is based on the following:

- The Directorate of Trade is a regulatory institution in Algeria؛
- The ease of interacting with those in charge of the Directorate of Trade, obtaining the necessary information, submitting the questionnaire, and conducting the field study. We specifically mention the regional directorate, which served as the study sample.

3.3.2. Characteristics of the study sample: The demographic characteristics of the sample members varied in terms of academic qualification, job position, and years of experience, as follows:

Table 02: Characteristics of the study sample "academic qualification, job, and professional experience."

Academic Qualifications	The number	The Percentage	The Job	The number	The Percentage	Years of experience	The number	The Percentage
Secondary School	02	% 05.0	Lower Management	04	% 10	Less than 5 years	04	% 10
Senior Technical	03	% 07.5	Middle Management	27	% 67.5	From 6 to 10 years	06	% 15
Bachelor's Degree	11	% 27.5	Senior Management	09	% 22.5	From 11 to 15 years	24	% 60
Engineering	05	% 12.5	/	/	/	Over 15 years	06	% 15
Master's Degree	17	% 42.5	/	/	/	/	/	/
Postgraduate Studies	02	% 5	/	/	/	/	/	/
The Total	40	% 100	The Total	40	% 100	The Total	40	% 100

The Source: Prepared by the researcher based on the outputs of the SPSS program (see Appendix No. 01).

It is noted from the table above that the lowest percentage of academic qualifications was for high school graduates, as it constituted 5% of the total qualifications, while university degree holders (Bachelor's) accounted for 27.5%, which is a high percentage compared to high school and higher technical certificates. The percentage of master's degree holders was 42.5%, which is the highest percentage ever, and indicates the administration's interest in university graduates, while the percentage of postgraduate degree holders (Master's-Doctorate) (5%) is a low percentage, like the percentage of high school graduates compared to other percentages.

As shown in the previous table, employees working in middle management at the Directorate of Commerce in Chlef Province constitute over 67.5% of the sample. This serves our research purpose, as our objective is to assess the opinion of this group within the directorate to determine the feasibility of making a decision regarding incentives for highly

qualified employees. Meanwhile, the percentage of senior management reached 22.5%, which is a reasonable percentage.

As for practical experience, the previous table shows that those with 6 to 10 years of experience constituted 15% of the total sample, while those with 11 to 15 years of experience constituted the largest percentage, at 6%. This indicates that the majority of respondents are well-versed in, knowledgeable, and informed about the work of their organization.

3.3.3..Measurement Tool and Validity and Reliability Tests: In this section, we will attempt to explain the measurement tool used in the field study and then test it for validity and reliability.

3.3.3.1**Measurement Tool**: The questionnaire was designed based on several national and international standards, after being adapted to suit the Algerian business environment and the case under study, and to align with its orientations. The questionnaire used in our study consists of two parts. The first part requests general information from the respondent, including "gender, age, educational qualifications, job title, and years of experience," while the second part includes two axes (see Appendix 3)

3.3.3.2 **Questionnaire Validity Tests**: The study tool (the questionnaire) and its statements were tested to ensure they measure what they were designed to measure, using two types of validity tests:

3.3.3.2.1**. Apparent Validity:** To verify the validity of the questionnaire's content and ensure it serves the study's objectives, it was presented to a group of experienced and specialized referees (see Appendix 3). They were asked to study the questionnaire and express their opinions regarding the appropriateness of the paragraph or phrase to the content, the adequacy of the questionnaire in terms of paragraphs, their comprehensiveness, and the diversity of their content, as well as the evaluation of the linguistic formulation and any other observations they deemed appropriate regarding modification, change, or deletion, as the referee deemed necessary.

We studied the referees' comments and suggestions, and most of the amendments were made in light of their recommendations and opinions. We considered the inclusion of the referees' comments and the aforementioned amendments to constitute the questionnaire's apparent validity. Therefore, we deemed the questionnaire valid for measuring its intended purpose.

3.3.3.2.2. **Constructive validity:** We measured the constructive validity of the measurement tool based on the degree of internal consistency of the paragraphs and phrases of the approved questionnaire by calculating the Pearson correlation coefficients between each phrase of the tool’s axes and all the phrases of the axis to which it belongs. The following table shows the results of this:

Table 03: Results of measuring the construct validity of the questionnaire

Questionnaire axes									
First axis "X1"		**Second axis "X2"**		**Third axis "X3"**		**Fourth axis "X4"**		**Fifth axis "X5"**	
Phrase number	*P*	Phrase number	*P*	Phrase number	*P*	Phrase number	*P*	Phrase number	*P*
A_1	**0.900	B_1	**0.892	C_1	**0.875	D_1	**0.904	E_1	**0.904
A_2	**0.900	B_2	**0.898	C_2	**0.872	D_2	**0.920	E_2	**0.920
A_3	**0.849	B_3	**0.903	C_3	**0.857	D_3	**0.907	E_3	**0.907
A_4	**0.864	B_4	**0.789	C_4	**0.817	D_4	**0.839	E_4	**0.839
A_5	**0.860	B_5	**0.829	/	/	D_5	**0.819	/	/
A_6	**0.832	/	/	/	/	/	/	/	/

*At a significance level of 0.05; P: Pearson's correlation coefficient.

**At a significance level of 0.01.

The Source: Prepared by the researcher based on SPSS outputs (see Appendix 2).

It is clear from the above table (No. 03) that all the correlation coefficients of the questionnaire are statistically significant at a significance level of 0.05, and this indicates the existence of internal consistency between each statement of the axes and the axis to which it belongs. Hence, we conclude that the measuring tool used in the study has construct validity and can be relied upon in measurement.

3.3.3.3. **Questionnaire Reliability**: The reliability scale indicates the degree of stability of the instrument used in measurement, which is the questionnaire. Its result is statistically acceptable if the value of Cronbach's Alpha is greater than 0.60. The closer it is to the correct one (0.1), the stronger the reliability of the questionnaire. Looking at the data contained in the following table (04), we find that the value of Cronbach's Alpha for all statements ranged between 0.876 and 0.967, while the reliability value of the questionnaire as a whole reached 0.967, which is a very high value. From this, it can be said that the questionnaire used is described as stable and can be relied upon in repeating the study several times.

Table 04: Cronbach's alpha reliability coefficients for the questionnaire used.

The Axes	Phrases Number	Cronbach's alpha reliability coefficient
Axis 1 "X1"	08	0.897
Axis 2 "X2"	07	0.815
Axis 3 "X3"	19	0.733
The questionnaire	34	0.854

The Source: Prepared by the researcher based on the outputs of the SPSS program (see Appendix No. 4)

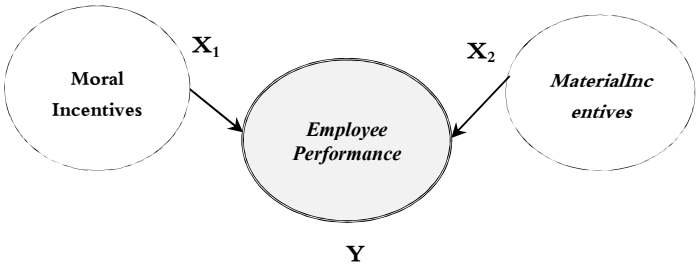
3.4.Study Model and Results Analysis.

After introducing the study methodology and the sample to be studied, we will now estimate the study's statistical model. This will be achieved by defining the study variables, establishing hypotheses, and testing the validity of the estimated model.

3.4.1. Defining the Study Model and Formulating Hypotheses: The study variables are the axes of the questionnaire used for measurement, and the hypotheses were formulated according to the number of these axes, as follows:

- **The first independent variable, "X1":** "Moral Incentives," refers to all moral incentives offered to employees for their dedication to work, such as honors, promotions, praise, etc.
- **The second independent variable, "X2":** "Material Incentives," refers to wage increases, promotions/grants, etc.
- **The dependent variable, "Y":** "Employee Performance," which was also measured through 19 questions, as detailed in Appendix 3.

Figure 01: General form of the study model



The Source: Prepared by the researcher

3.4.2.Study Hypotheses and the Mathematical Formula of the Model: Considering the study to be a normative one, we formulated a set of hypotheses for this chapter and the statistical analysis to be answered after the model is formulated and analyzed. These hypotheses are necessary for this type of statistical study - methodologically speaking - and are consistent with the two axes of the questionnaire and the independent variables included in the model. They are as follows:

- **Hypothesis 1**: **H0**: Moral incentives do not affect the improvement of employee performance at the Directorate of Commerce in Chlef.

- **Hypothesis 2**: **H0** : Material incentives affect the improvement of employee performance at the Directorate of Commerce in Chlef Province.

Hypothesis "H1" is considered the alternative hypothesis to the two hypotheses above, depending on the status of each hypothesis.

These two hypotheses, each of which addresses one of the model's axes or variables, will be answered after the model is formulated and analyzed. This will take the following mathematical form, corresponding to the multiple linear regression model. We predicted the dependent variable after determining the values of the coefficients of the independent variables using a multiple regression analysis model and SPSS. The mathematical formula takes the following form:

$$Y = \alpha + \beta_1 . X_1 + \beta_2 . X_2 + \varepsilon_t$$

Where: **Y**: Employee performance in the Directorate of Commerce in Chlef Province؛

$\mathbf{X_1}$: Moral incentives؛

$\mathbf{X_2}$: Material incentives;

3.4.3. **Estimating the Study Model:** Based on the mathematical equation of the model that was formulated previously, the data from the total of 40 questionnaires were entered into the SPSS program, and the estimation results were obtained, which we will present later. However, before presenting the results, some statistical tests must be conducted on the study variables and the model's suitability must be studied. Then, the general model of the study is tested.

3.4.3.1. **Model validity and suitability test:** Here, according to the statistical methodology, we focus on testing the normal distribution and testing the suitability of the model in terms of multicollinearity and autocorrelation. The results of the tests were as follows:

- **Normal distribution test:** According to the results of the Kolmogrove-Smirnove test (see Appendix No. 5), it was shown that the data for both y and 2x follow the normal distribution, while the data for the variable x1 according to the test do not follow the normal distribution. However, this does not constitute an obstacle to testing the model, as considering the data is greater than "30" and reaches "40", the statistical rule says that "the larger the sample size (greater than 30 observations), the closer the data automatically approaches the normal distribution, even if the normal distribution test reveals otherwise" (Sekaran, 2006, p. 390) .
- **Multicollinearity test:** It is clear from the results of the VIF values ($VIF = \frac{1}{Toleronce}$) in Appendix No. 6 that all independent variables are less than "5", and thus there is no multicollinearity problem between the independent variables and thus it does not affect the validity of the model.
- **Testing the problem of autocorrelation:** According to the D-W (Durbin Watson) statistical value, which falls within the range [1.5 – 2.5] (see Appendix No. 07), we can say that there is no autocorrelation between the variables that affects the validity of the model.

3.4.3.2**. Results of estimating the general model of the study:** After entering all the collected questionnaire data into the SPSS program, the following results were obtained:

Table (05): Results of estimating the study model

		Dependent variable "y"			
X_i	Independent Cariables"X"	Coefficient value		StatisticalSignificance	The result
x_1	Moral incentives	β	**-0.172** (-0.81)	0.419	No effect
x_2	Materialincentives		**0.540** (2.61)	0.013	No effect
α	Constant	**2.66** (5.38)		0.000	-
R	Coefficient of determination	0.229		-	-
R^2	Correctedc.d	0.187		-	Stronginterpretation
F	Fisher'sstatistic	5.48		0.000	Statisticallysignificant

Note: *: 5% significance level; **: 10% significance level; (...): "t-statistic".

TheSource: Prepared by the researcher based on the outputs of the SPSS program (see Appendix No. 08)

From the table above, the estimated model according to the influential variable becomes as follows:

$$Y = 2.66 + 0.54.X_2 + \varepsilon_t$$

3.4.3.3.**Model Diagnosis:** Based on the results in the table above and the obtained regression relationship, we can conclude the following:

- According to the Student test, the probability of the t-statistic "Prob-t" for the model parameter for the second axis, X_2, was 0.13, indicating that it is statistically significant, and that it is the only variable influencing the dependent variable.
- From the Fisher test, we note that the value of "F=5.48" is statistically significant less than 5% (0.000 < 0.05). This leads us to reject the null hypothesis and accept the alternative hypothesis, which means that the independent variables have a significant effect on the dependent variable.
- As for the strength of the effect test, the value of the coefficient of determination, R^2, equal to 0.229, indicates that the independent variables explain the dependent variable by 22.9%, which is a weak explanation.
- According to the graphical representation of the relationship between the dependent variable and the independent variables, the relationship is a linear regression relationship, as shown in Appendix 9.
- Based on the distribution of the residuals shown in Appendix 10, the residuals follow a normal distribution.

3.4.3.4. **Statistical analysis of study results and hypothesis testing:** After identifying the study model, the mathematical formula for the regression relationship between the influential independent variables and the

dependent variable can be written as follows:

$$Y = 2.66 + 0.54.X_2 + \varepsilon_t$$

Where: $\mathbf{X_2}$: Material Incentives; **Y**: Employee Performance.

Therefore, it can be said that the only variable that influences employee performance in the Directorate of Commerce in Chlef Province is material incentives, but this influence is weak. The results also revealed that the variable of moral incentives had no effect. These results are logical for the case of Algeria, and particularly for our study, given that the incentive system in most Algerian administrations does not encourage work performance beyond the material aspect, often represented by salaries and bonuses. The moral aspect is completely absent, however, which is no less important than other incentives for employee performance in private and public administrations and institutions.

From the results obtained and the previous analysis, the following table summarizes the results of testing the study's hypotheses, which were formulated at the beginning of the applied study:

Table 06 : Summary of hypothesistestingresults

The hypothesis	Hypothesistext	Analysisresult
The First	– Moral incentives do not affect the performance of employeesat the Directorate of Trade and Export Promotion in Chlef Province.	H_0 ; Accept
The Second	– Materialincentives do not affect the performance of employeesat the Directorate of Trade and Export Promotion in Chlef Province.	H_1 ; Accept

The Source: Prepared by the researcher

4. CONCLUSION

Based on the above, during our study, we attempted to examine the reality of the motivation process in organizational performance and answer the questions we posed in the introduction, which relate to the incentives applied to improve organizational performance. We also sought to understand whether motivation is related to the moral and material incentives within the institution under study. Through our study of the Trade Directorate, we found that it has not yet reached the level that motivates workers to achieve effective performance, given the current circumstances. What we observed is that the unit could achieve the desired effectiveness if it leveraged the implemented motivation system, based on scientific foundations. What catches the individual's attention in the unit is the presence of motivation, but its true meaning has not yet reached the worker's mindset. This, in our opinion, is due to a lack of awareness, as well as a shortage of qualified personnel and competencies within the directorate.

4.1.Study Results: Through our study of the role of motivation in improving employee performance at the Directorate of Trade and Export Promotion in Chlef Province, we concluded the following:

- Positive motivation through material incentives contributes to improving employee performance, starting from meeting the physiological needs of employees to

creating satisfaction that leads to loyalty. Positive motivation through moral incentives also contributes to improving employee performance, starting from meeting self-actualization needs to raising employee morale, which achieves better positive results in the long term.

- We concluded that the incentive system at the Directorate of Trade and Export Promotion in Chlef remains weak and requires development and attention to motivate employees to improve their performance.
- The standard study of the impact of motivation in its two dimensions, moral and material, showed that moral incentives do not have a statistically significant impact on improving the performance of employees at the Directorate of Trade and Export Promotion in the state of Chlef, while there was a statistically significant impact of material incentives on improving the performance of employees at the institution under study, but it was not a strong impact.

4.2. Hypothesis Testing: Based on the results of the previous study and our near-complete understanding of the topic, we can test the hypotheses initially formulated as follows:

- **The first Hypothesis:** "There is a statistically significant effect of material incentives on the performance of employees in the Directorate of Trade and Export Promotion in Chlef Province." This hypothesis has been proven valid, as the results of the test of the relationship between moral incentives and improved employee performance in the institution under study revealed that there is a statistically significant effect of material incentives on improving employee performance in the Directorate of Trade and Export Promotion in Chlef Province.
- **The second hypothesis:** “There is no statistically significant effect of moral incentives on the performance of employees in the Directorate of Trade and Export Promotion in the state of Chlef.” This hypothesis has also been proven correct, as the results of the study concluded that moral incentives do not have a statistically significant effect on improving the performance of employees in the Directorate of Trade and Export Promotion in the state of Chlef.

4.3.TheProposals: At the end of this modest study, and based on the findings previously obtained, we must present a set of proposals that we deem necessary and closely related to the topic and the institution under study. We present them as follows:

- Giving primary importance to positive moral incentives, given their importance in raising employee morale؛
- Establishing clear criteria for awarding incentives and linking them to performance؛
- The directorate should provide satisfactory and adequate financial compensation for vacations and offer an end-of-service bonus at an acceptable level؛
- Paying attention to human relations within the directorate between the supervisor and subordinates, and the relationships among colleagues, in order to create a cooperative climate that encourages increased performance at work؛
- Linking the incentive policy to the needs and desires of employees at the

Directorate of Trade and Export Promotion in the Chlef Province, given its critical importance in raising and improving performance؛

Developing and improving working conditions by establishing complete systems of tools, means, programs, and equipment that facilitate the work of employees and provide them with the appropriate atmosphere and capabilities to work comfortably in the Directorate of Trade and Export Promotion for the State of Chlef;

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6. Appendices

Appendix 01: SampleCharacteristics

المؤهلالعلمي

		Fréquence	Pourcentage	Pourcentagevalide	Pourcentagecumulé
Valide	ثانوي	2	5,0	5,0	5,0
	تقنيسامى ST	3	7,5	7,5	12,5
	ليسانس	11	27,5	27,5	40,0
	مهندس	5	12,5	12,5	52,5
	ماستر	17	42,5	42,5	95,0
	دراساتعلياامتخصصة	2	5,0	5,0	100,0
	Total	40	100,0	100,0	

		Fréquence	Pourcentage	Pourcentagevalide	Pourcentagecumulé
Valide	إدارةدنيا	4	10,0	10,0	10,0
	إدارةوسطى	27	67,5	67,5	77,5
	إدارةعليا	9	22,5	22,5	100,0
	Total	40	100,0	100,0	

الخبرةالوظيفية

		Fréquence	Pourcentage	Pourcentagevalide	Pourcentagecumulé
Valide	سنوات 5 أقلمن	4	10,0	10,0	10,0
	سنوات 10 إلى 6 من	6	15,0	15,0	25,0
	سنة 15 إلى 11 من	24	60,0	60,0	85,0
	سنة 15 أكثرمن	6	15,0	15,0	100,0
	Total	40	100,0	100,0	

Appendix 02: Results of constructvalidity tests

المحور الاول الحوافز المعنوية مع فقراته

Corrélations

	Corrélation de Pearson	1	,920**	,559**	,660**	,745**	,544**	,765**	,740**	,502**
	Sig. (bilatérale)		,000	,000	,000	,000	,000	,000	,000	,000
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,920**	1	,511**	,625**	,615**	,361*	,622**	,571**	,787**
	Sig. (bilatérale)	,000		,000	,000	,000	,022	,000	,000	,000
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,559**	,511**	1	,604**	,561**	,257	,660**	,545**	,506**
	Sig. (bilatérale)	,000	,000		,000	,000	,110	,000	,000	,000
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,660**	,625**	,604**	1	,625**	,234	,227	,256	,424**
	Sig. (bilatérale)	,000	,000	,000		,000	,147	,160	,110	,006
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,745**	,615**	,561**	,625**	1	,522**	,330*	,515**	,405**
	Sig. (bilatérale)	,000	,000	,000	,000		,001	,038	,001	,010
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,544**	,361*	,257	,234	,522**	1	,465**	,496**	,164
	Sig. (bilatérale)	,000	,022	,110	,147	,001		,002	,001	,311
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,765**	,622**	,660**	,227	,330*	,465**	1	,614**	,624**
	Sig. (bilatérale)	,000	,000	,000	,160	,038	,002		,000	,000
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,740**	,571**	,545**	,256	,515**	,496**	,614**	1	,511**
	Sig. (bilatérale)	,000	,000	,000	,110	,001	,001	,000		,001
	N	40	40	40	40	40	40	40	40	40
	Corrélation de Pearson	,502**	,787**	,506**	,424**	,405**	,164	,624**	,511**	1
	Sig. (bilatérale)	,000	,000	,000	,006	,010	,311	,000	,001	
	N	40	40	40	40	40	40	40	40	40

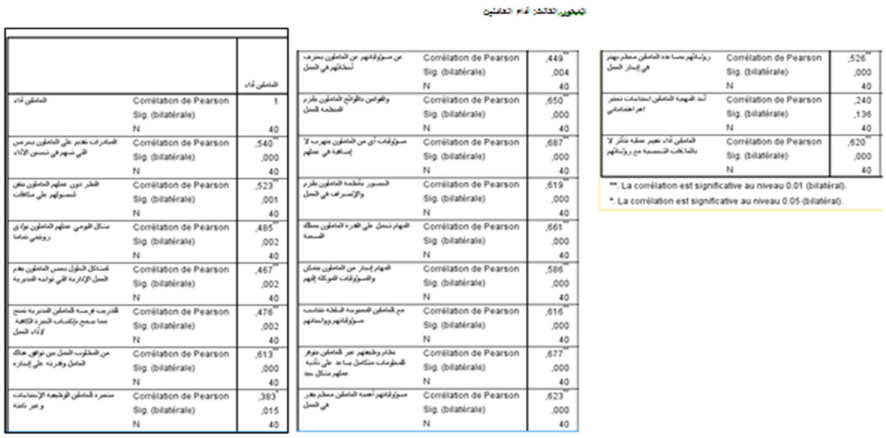
**. La corrélation est significative au niveau 0.01 (bilatérale).
*. La corrélation est significative au niveau 0.05 (bilatérale).

المحور الثاني الحوافز المادية مع فقراته

Corrélations

	Corrélation de Pearson	1	,777**	,704**	,554**	,417**	,745**	,772**	,494**	
	Sig. (bilatérale)		,000	,000	,000	,007	,000	,000	,001	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,777**	1	,462**	,556**	,265	,491**	,455**	,356*	
	Sig. (bilatérale)	,000		,003	,000	,098	,001	,001	,014	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,704**	,462**	1	,619**	,059	,519**	,359*	,183	
	Sig. (bilatérale)	,000	,003		,000	,717	,001	,013	,260	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,554**	,556**	,619**	1	,373*	,466**	,566**	,431**	
	Sig. (bilatérale)	,000	,000	,000		,018	,002	,000	,005	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,417**	,265	,059	,373*	1	,097	,320*	,125	
	Sig. (bilatérale)	,007	,098	,717	,018		,550	,044	,441	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,745**	,491**	,519**	,466**	,097	1	,544**	,059	
	Sig. (bilatérale)	,000	,001	,001	,002	,550		,000	,356	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,772**	,455**	,359*	,566**	,320*	,544**	1	,115	
	Sig. (bilatérale)	,000	,001	,013	,000	,044	,000		,467	
	N	40	40	40	40	40	40	40	40	
	Corrélation de Pearson	,494**	,356*	,183	,431**	,125	,059	,115	1	
	Sig. (bilatérale)	,001	,014	,260	,005	,441	,356	,467		
	N	40	40	40	40	40	40	40	40	

**. La corrélation est significative au niveau 0.01 (bilatérale).
*. La corrélation est significative au niveau 0.05 (bilatérale).



Appendix 03: Questionnaire

الجمهورية الجزائرية الديمقراطية الشعبية

وزارة التعليم العالي والبحث العلمي

جامعة حسيبة بن بوعلي – الشلف –

كلية العلومالإقتصادية والتجارية وعلوم التسيير

قسم العلوم الاقتصادية

الأخ الفاضل ...، الأخت الفاضلة...

السلام عليكم ورحمة الله وبركاته

يطيب لنا أن نضع بين أيديكم هذا الاستبيان الذي تم تصميمه لغرض البحث العلمي بهدف جمع المعلومات اللازمة للدراسة التي نقوم بإعدادها في شكل مقال علمي موسوم بـ " **دور التحفيز في تحسين أداء العاملين في مديرية التجارة وترقية الصادرات بولاية الشلف– دراسة قياسية**"، وذلك بغية التعرف على طبيعة العلاقة والأثر بين المتغيرين محل الدراسة ، ولذا نرجو منكم المساهمة والتعاون معنا ملء هذه الاستمارة وذلك بالإجابة بكل دقة وصراحة على كافة الأسئلة ، علما أن البيانات التي تم الإدلاء بها سوف تحاط بالسرية التامة ولا تستخدم إلا لغرض البحث العلمي.

في الأخير تقبلوا منا فائق الاحترام والتقدير وشكرا لكم على حسن تعاونكم.

الأستاذ: **د.قمومية سفيان**

الجزء الأول: البيانات الشخصية والوظيفية

1-**الجنس:** ذكر ☐ أنثى ☐

2-**السن:** أقل من 30 سنة ☐ من 31- 40 سنة ☐ من 40 – 50 سنة ☐ 50 سنة فأكثر ☐

3- **المؤهل العلمي:** ثانوي ☐ تقني سامي TS ☐

ليسانسمهندس ☐

ماستر ☐ دراسات عليا مخصصة ☐

4-**مجال الوظيفة الحالية:** إدارة دنيا ☐ إدارة وسطى ☐ إدارة عليا ☐

5-**عدد سنوات الخبرة:** أقل من 5 سنوات ☐ من 5 إلى 10 سنوات ☐

من 10 إلى أقل من 15 سنة ☐ 15 سنة فما أكثر ☐

الجزء الثاني: محاور الإستبانة

المحور الأول: التحفيز

فيما يلي مجموعة من العبارات التي تقيس مستوى التحفيز لدى العاملين بالمديرية التجارة بالشلف محل الدراسة ، فالرجاء قراءة هذه العبارات ثم ضع علامة (X) في الخانة التي تراها مناسبة:

الرقم	الأبعاد	العبارة	موافق بشدة	موافق	محايد	معارض	معارض بشدة
01	الحوافز المعنوية	توفر لك المديرية كل متطلبات العمل (إضاءة ، حرارة ، تهوية وغيرها).					
02		تقدم المديرية الدعم والمساعدة عند الحاجة لذلك.					
03		العمل الجماعي يؤدي بالشعور بالراحة النفسية.					
04		الحوافز المعنوية تشعرك بالرضا.					

05		التقدير والإحترام من طرف الرؤساء من أهم الأمور التي تدفعني للعمل.					
06		تقدم لي فرص المشاركة في الدورات التدريبية.					
07	الحوافز المادية	تتوفر المديرية على تعويضات مادية كافية عن الإجازات.					
08		تعد مكافئة نهاية الخدمة مقبولة لديك.					
09		تمنح المديرية حوافز مادية بشكل دوري للعاملين المتميزين.					
10		تحصلت على ترقية أثناء عملك بالمديرية.					
11		أجرك الذي تتقاضاه يغطي حاجاتك الأساسية.					
12		الأجر الذي تتقاضاه يتناسب مع جهدك المبذول أثناء العمل.					
13		تشجعك الحوافز المادية على بذل مزيد من العمل للحصول عليها.					

المحور الثاني: أداء العاملين

الرقم	الأبعاد	العبارات	موافق بشدة	موافق	محايد	معارض	معارض بشدة
01	الإنجاز في العمل	يحرص العاملون على تقديم المبادرات التي تسهم في تحسين الآداء.					
02		يتقن العاملون عملهم دون النظر لحصولهم على مكافآت.					
03		يؤدي العاملون عملهم اليومي بشكل روتيني تماما.					
04		يقدم العاملون بعض الحلول لمشاكل العمل الإدارية التي تواجه المديرية.					
05	القدرات في العمل	تمنح المديرية للعاملين فرصة للتدريب مما يسمح بإكتساب الخبرة الكافية لأداء العمل.					
06		هناك توافق بين العمل المطلوب من العامل وقدرته على إنجازه.					
07		يؤدي العاملون واجباتهم الوظيفية بدقة وإتقان.					
08	تقييم الأداء	تتوفر المديرية على نظام لتقييم أداء عمالها.					
09		الأداء الجيد للعاملين راجع لوضوح مهامهم الوظيفية.					
10		يساهم العامل في التستر على أخطاء زملائه في العمل.					
11		يتم تقييم الأداء الوظيفي وفقا لمعايير محددة ومعروفة للجميع.					
12	الدور الوظيفي	الإحتياجات الوظيفية للعاملين متغيرة وغير ثابتة.					
13		يعترف العاملون عن مسؤولياتهم عن أخطائهم في العمل.					
14		يلتزم العاملون باللوائح والقوانين المنظمة للعمل.					
15		لا يتهرب العاملون من أي مسؤوليات إضافية في عملهم.					
16		يلتزم العاملون بأنظمة الحضور والإنصراف في العمل.					
17	وضوح المسؤولية	يمتلك العاملون القدرة على تحمل الأعباء الصعبة.					
18		يتمكن العاملون من إنجاز المهام والمسؤوليات الموكلة إليهم.					
19		تتناسب السلطة الممنوحة للعاملين مع المسؤوليات والواجبات.					
20		يتوفر للعاملين عبر وظيفتهم نظام للمعلومات متكامل يساعد على تأدية عملهم بشكل جيد.					

21		يقدر معظم العاملون أهمية مسؤولياتهم في العمل.					
22	العلاقات ودورها في الدافعية	يهتم معظم العاملون بمساعدة رؤسائهم في إنجاز العمل.					
23		تعتبر إحتياجات العاملين المهنية أحد أهم إهتماماتي.					
24		لا تتأثر عملية تقييم أداء العاملين بالعلاقات الشخصية مع رؤسائهم.					

قائمة بأسماء المحكمين

الرقم	الأستاذ	الرتبة العلمية	مكان الوظيفة
01	الأستاذ ناصف محمد	أستاذ محاضر أ	جامعة الشلف
02	الأستاذ قداوي عبد القادر	بروفيسور	جامعة الشلف
03	الأستاذ سمير دحمان بوعلي	أستاذ محاضر ب	جامعة الشلف

Appendix 04: Cronbach's alpha test results

All questionnaire

Statistiques de fiabilité

Alpha de Cronbach	Nombred'éléments
,854	34

First axis

Statistiques de fiabilité

Alpha de Cronbach	Nombred'éléments
,897	8

The second axis

Statistiques de fiabilité

Alpha de Cronbach	Nombred'éléments
,815	7

Axis III: Employee Performance

Statistiques de fiabilité

Alpha de Cronbach	Nombred'éléments
,733	19

Appendix 05: Normal Distribution Test Results

Tests de normalité

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistiques	ddl	Sig.	Statistiques	ddl	Sig.
المحور الاول الحوافز المعنوية	,171	40	,005	,943	40	,044
المحور الثاني الحوافز المادية	,084	40	,200*	,982	40	,754
أداء العاملين	,080	40	,200*	,970	40	,352

*. Il s'agit de la borne inférieure de la vraie signification.
a. Correction de signification de Lilliefors

Appendix 06: Multicollinearity Test Results

Coefficients[a]

Modèle		Statistiques de colinéarité	
		Tolérance	VIF
1	المحور الاول الحوافز المعنوية	,374	2,671
	المحور الثاني الحوافز المادية	,374	2,671

a. Variable dépendante : أداء العاملين

Appendix 07: Autocorrelation Test Results

Récapitulatif des modèles[b]

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	**Durbin-Watson**
1	,478[a]	,229	,187	,67126	**2,253**

a. Prédicteurs : (Constante), المحور الاول الحوافز المعنوية, المحور الثاني الحوافز المادية
b. Variable dépendante : أداء العاملين

Appendix 08: Study Model Evaluation Results

Récapitulatif des modèles[b]

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques				
					Variation de R-deux	Variation de F	ddl1	ddl2	Sig. Variation de F
1	,478[a]	,229	,187	,67126	,229	5,488	2	37	,008

a. Prédicteurs : (Constante), المحور الثاني الحوافز المادية, المحور الاول الحوافز المعنوية
b. Variable dépendante : أداء العاملين

ANOVA[a]

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	4,946	2	2,473	5,488	,008[b]
	Résidus	16,672	37	,451		
	Total	21,618	39			

a. Variable dépendante : أداء العاملين
b. Prédicteurs : (Constante), المحور الثاني الحوافز المادية, المحور الاول الحوافز المعنوية

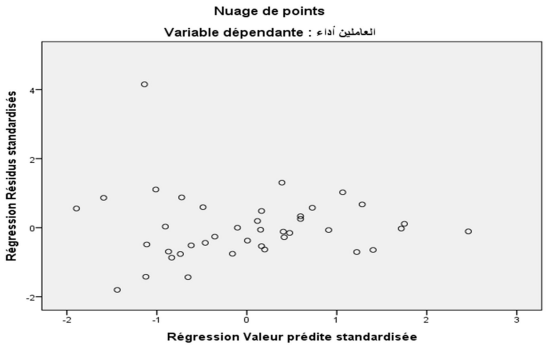
Coefficients[a]

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Ecart standard	Bêta		
1	(Constante)	2,666	,495		5,389	,000
	المحور الاول الحوافز المعنوية	-,172	,211	-,193	-,817	,419
	المحور الثاني الحوافز المادية	,540	,207	,616	2,611	,013

a. Variable dépendante : أداء العاملين

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Appendix 09: SpreadForm



Appendix 10: Distribution of Residuals

