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GRADUATION THESIS

To obtain a Master's degree in human resources management

The financial remuneration influence on the workforce performance

Case study: Ben Aouda hotel – Shenoua – Tipaza.

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Abstract:

Our study aims to study the remuneration system influence in improving Ben Aouda hotel workforce performance. We used a quantitative approach, by analysing 41 distributed questionnaires on the hotel employees sample using IBM SPSS software, touching all the categories; executives, specialists and operational, using different indicators of remuneration like employee satisfaction, salary distribution, system effectiveness and company profitability status.

The obtained results show a significant impact of remuneration system indicators on the workforce performance, such as the financial influence by the salary distribution. Where each of the indicators has influenced the workforce performance with different degrees, but the salary distribution has the highest impact with 14,9% on driving employee satisfaction and performance, because of their mindset and financial interests. Therefore, we can infer that the hotel is following the correct path in implementing a clear system despite some deviations that need to be addressed, by sensitizing employees to the psychological aspect, which would enhance their performance.

Keywords: Managerial tools, Remuneration system, Workforce performance, Influence, financial.

Résumé :

Notre étude vise à analyser l'influence du système de rémunération sur l'amélioration de la performance de les employés de l'hôtel Ben Aouda - Chenoua. Nous avons utilisé une approche quantitative, en analysant 41 questionnaires distribués sur un échantillon d'employés de l'hôtel à l'aide du logiciel IBM SPSS, touchant toutes les catégories : cadres, spécialistes et opérationnel, en utilisant différents indicateurs de rémunération tels que la satisfaction des employés, la distribution des salaires, l'efficacité du système et l'état de rentabilité de l'entreprise.

Les résultats obtenus montrent un impact significatif des indicateurs du système de rémunération sur la performance des employés, tels que l'influence financière par la distribution des salaires. Chacun des indicateurs a influencé la performance des employés avec des degrés différents, mais la distribution des salaires a eu le plus grand impact sur la satisfaction et la performance des employés avec 14,9%, en raison de leur état d'esprit et de leurs intérêts financiers. Par conséquent, nous pouvons déduire que l'hôtel suit le bon chemin en mettant en œuvre un système clair malgré quelques écarts qui doivent être corrigés, en sensibilisant les employés à l'aspect psychologique du travail, ce qui renforcerait leur performance.

Mots-clés : Outils de gestion, Système de rémunération, Performance des employés, Influence, financier.

المخلص:

هدف دراستنا هو تسليط الضوء على تأثير نظام الأجور والحوافز في تحسين أداء العمال في فندق بن عودة. واستخدمنا نهجًا كمياً، من خلال تحليل 41 استبياناً موزعاً على عينة من مكونة من واحد واربعون موظفاً من الفندق باستخدام برنامج الاس بي اس الاحصائي مع التطرق إلى جميع الفئات؛ الإداريين، والمتخصصين، ومنفذين، وباستخدام المؤشرات المختلفة للأجور والحوافز مثل رضا الوظيفي، وتوزيع الرواتب، وفعالية النظام، ووضع ربحية الشركة. أظهرت النتائج المحصل عليها ان هناك تأثيراً ملحوظاً لمؤشرات نظام الأجور على أداء العمال، مثل التأثير المالي من خلال توزيع الرواتب. حيث أثر كل من المؤشرات على أداء العمال بدرجات مختلفة، ولكن توزيع الرواتب كان له تأثيراً عالياً بـ 14.9٪ في تحفيز رضا وأداء الموظفين، بسبب تفكيرهم اتجاهاتهم المالية. لذا، يمكننا الاستنتاج أن الفندق يتبع الطريق الصحيح في تنفيذ نظام واضح على الرغم من بعض التحيزات التي تحتاج إلى التعامل معها، من خلال توعية الموظفين بالجانب النفسي، الذي سيعزز أدائهم.

الكلمات المفتاحية: أدوات إدارية، نظام الأجور والحوافز، أداء العمال، تأثير، مالي.

Thesis Qr-code parts.

⇒ **Introduction**

⇒ **First chapter**

⇒ **Second chapter**

⇒ **Third chapter**

⇒ **Conclusion**



Thanks.

“اللهم لك الحمد ولك الشكر”

I thank my principal supervisor **Mm MOHAMED EL HADJ Leila**, for believing in me and providing me all the support, I needed, both pedagogically and psychologically.

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Dedicate.

I am grateful to Allah for continuously providing me with the opportunity to transform my dreams into tangible goals and achieve them.

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"اللهم لا تدعني اصاب بالغرور إذا نجحت وباليأس إذا فشلت، بل ذكرني دائما بان الفشل هو التجارب التي تسبق النجاح"

Dideyl.

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Abbreviations list.

HR = Huma resources.

ATDMP = Algerian Tourism Development Master Plan.

IBM = International Business Machines.

SPSS = Statistical Package for the Social Sciences.

SPA = Sanus Per Aquam.

BC = Before Christ.

AD = Anno domini.

BCE = Before common era.

NGMW = National Guaranteed Minimum Wage.

WP = Workforce performance.

ES = Employee satisfaction.

SD = Salary distribution.

SE = System effectiveness.

CP = Company profitability.

INTRODUCTION

1. The research context.

The emergence of the field of human resources science, initially recognized as personnel administration, marked a pivotal moment in understanding human psychology and its interplay within the workplace milieu. This burgeoning discipline aimed to unravel the intricacies of HR stimulant factors. It was during the 19th century in Europe that human resources began to crystallize as a distinct area of study (Boualag, 2019).

The formalization of human resource management as an academic discipline took a significant stride with the establishment of the first institution dedicated to workplace studies in 1948. As the 20th century progressed, there was a paradigm shift in the economic and business landscape, whereby employees were increasingly perceived as valuable assets. This transformation was underscored by the ascendancy of human resources management science, which emphasized the strategic development and retention of personnel (Boualag, 2019).

In contemporary times, the evolution of this discipline has shifted its focus towards delving into the psychology of the workforce, recognizing their pivotal role within the organizational ecosystem. The emphasis lies in addressing their needs and fostering a conducive and motivating atmosphere aimed at cultivating employee loyalty and enhancing productivity. Such endeavors are not only vital for the prosperity of enterprises but also hold the potential to significantly impact societal productivity at large. And also, as an important point the human resources management serves as the driving force behind the realization of enterprise objectives.

Indeed, the remuneration system is an important HR tool, that significantly influences the employee behavior. While it is not a new founded concept, it remains somehow complexed in application, unlike the exact science. One of its complexity reasons for its complexity is the diversity of the organizational cultures, structures, and objectives across different workplace. What works effectively in one company may not necessarily yield the same results in another. Therefore, remuneration policies often need to be tailored to suite the specific needs and circumstances of each organization.

Moreover, the remuneration system is not limited only by the financial compensation. It encompasses various forms of rewards and recognition, including salary, bonuses, benefits and non-monetary incentives like career development opportunities. Balancing this element to create a comprehensive and motivating policy of remuneration in purpose of realization of

organizational goals. Additionally, transparency and communication are essential aspects of a successful remuneration system (In Nur'aeni, 2022).

The remuneration system affects the shaping of the employee behavior, and also their performance for sure. In which the workforce performance influence directly the effectiveness and impacts the HR practices.

Firstly, workforce performance serves as the foundation upon which remuneration decisions are made. HR professionals base individual compensations on employees' contributions, productivity, goal achievements, and other factors. It is logical that high-performing employees may be rewarded with higher salaries, bonuses, and other incentives (Boualag, 2019).

Also, the workforce performance drives the HR tools, like the staff evaluation, the staff promotion, and other HR strategies. When it reflects the real image of employees work execution by analyzing workforce metrics, such as the productivity level, sales targets, or the customer satisfaction ratings. This helps the HR professionals to identify areas for improvements as well, in the HR practices and the remuneration policy

Moreover, the workforce performance can influence also the overall culture and morale within an organization. Which affects the application of HR tools like remuneration (Adibah Abdul Kadir, Adnan Ali Hassan Humaid AlHosani, Fadillah Ismail, Norseha Sehan, 2019).

2. The research interests.

Our research was conducted to understand the classic phenomenon and its effect on workforce performance. We aimed to thoroughly grasp the factors influencing it and to enhance remuneration to elicit the best feedback from employees. Additionally, we explored how managers manipulate it to drive HR strategy and overall organizational performance

3. The research objectives.

In (Nur'aeni, Abu Muna Almaududi Ausat, Yudiyanto Joko Purnomo, Abdul Razak Munir d, Suherlan , 2022) research “Do Motivation, Compensation, and Work Environment Improve Employee Performance” about the effective factors on the remuneration system within an organization. We wanted our study to reach a meaningful result and:

- Determinate the impact of the remuneration policy, in Impact of remuneration variables on the performance of health service in 2023, on the workplace and improving workforce performance.
- Analyze the impact of the remuneration system on the workforce, Remuneration System and Performance Management study in Algerian companies in 2020
- Studies the different remuneration approach and its effect on limited field like the hospitality (Mukolwe, 2023) in Algeria.

4. The problem statement.

After reviewing on the previous studies, and the science achievement we can delve into this problematic:

- **Is the hotel's remuneration system considered as an effective tool in influencing workforce performance?**

Which comes under two subsidiary questions:

- ⇒ **Does the hotel's remuneration system directly influence employee productivity and high-quality services they offer?**
- ⇒ **What are the most effective aspects influencing workforce performance?**
- ⇒ **Are hotel staff members influenced and motivated by any type of remuneration?**

5. Hypothesis.

Considering hypothesis as the probable answer of the research questions. So, we have suggested here four hypotheses for our research. By each research we were able to propose those answers.

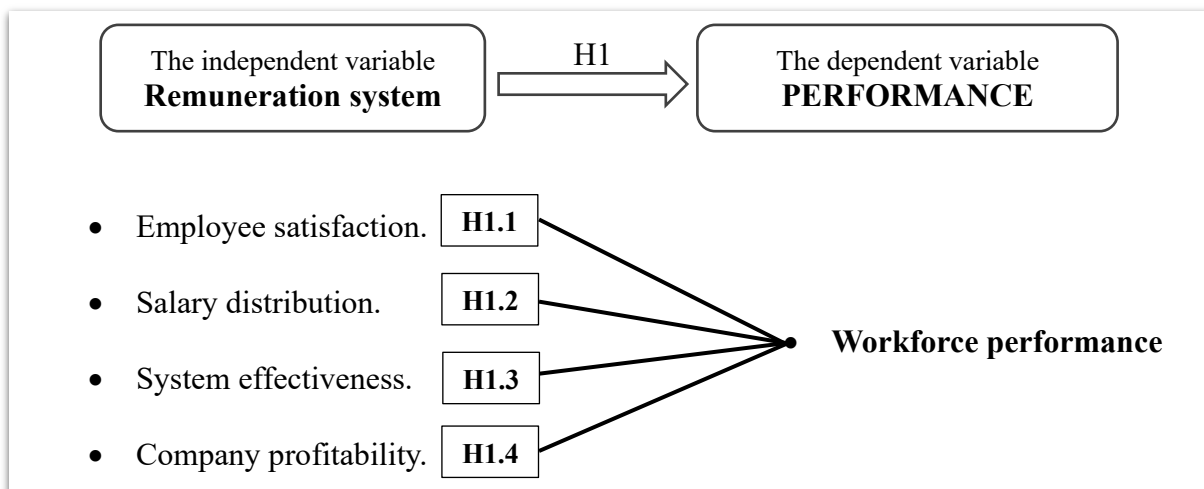
And after (In Nur'aeni, 2022), (Ilze Prizevoite, 2020), and (Chatzoglou, 2018) studies, we set those hypothesis:

⇒ **The main hypothesis H1:** There is a statistically significant effect of the remuneration system adopted by Hotel Ben Aouda - Shenoua on its workforce performance.

⇒ **Subsidiary hypotheses**

- **H1.1:** There is a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.
- **H1.2:** There is a statistically significant effect of the “salary distribution” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- **H1.3:** There is a statistically significant effect of the “system effectiveness” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- **H1.4:** There is a statistically significant effect of the “company profitability” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

Figure 1 - the study model



- Elaborated by us through (In Nur'aeni, 2022), (Ilze Prizevoite, 2020), and (Chatzoglou, 2018) studies.

6. Announcement method.

The research took the quantitative approach, and that's because of its nature, which pushes us to measure, analyze, and choose results according to numbers obtained after treating inputs of the research.

The research was conducted in the field of hospitality, involving the distribution of questionnaires to the hotel staff team. The aim was to gather a substantial amount of feedback

and information regarding the hotel's policies. This data was then analysed using IBM SPSS software to select appropriate hypotheses for our study and evaluate their validity.

6.1.Fields of the study.

The fields can be presented like:

- **The spatial field:** The study was conducted at Ben Aouda hotel in Chenoua – Tipasa.
- **The temporal field:** This research spanned a period of approximately three months, from March to May 2024, primarily due to the time required for collecting staff questionnaires.
- **The human field:** The questionnaire was distributed to 50% of the total staff, resulting in 41 completed responses.

6.2.The thesis work plan.

The study was divided into three chapters.

The first chapter, which focused on the theoretical aspects, which were further divided into three sections: literature review, theoretical framework, and field presentation. This chapter aimed to provide a comprehensive overview of the basic concepts necessary for readers to understand the research and the interactions between variables.

The second chapter, it has outlined the adopted methodology and described the sample used in the study. It presented the approach taken and the methods employed, demonstrating how the theoretical framework was applied in the real-world context of the study.

The third chapter, under the name results and discussion, presented the findings of the study and engaged in a thorough discussion of those results, after the treatment of IBM SPSS 25, in purpose to detect the acceptable and refused hypothesis, and understand the study.

CHAPTER ONE:
THEORITACL FRAMEWORK

Section 01: Literature review.

Human resources represent the backbone on any organization across all the sectors. When properly utilized and developed within a supportive environment that encourages motivation and excellence, HR becomes the driving force behind organizational success. By effectively managing HR, an organization completes half of its strategic framework. In the competitive market, especially in sectors like hospitality within the tourism economy, where services like accommodation, food, transportation, and more are provided, sustainability hinges on securing client loyalty through consistently high-quality services. This underscores the pivotal role of employees, facilitated by HR, in delivering exceptional guest experiences. To achieve this, this industry must employ robust HR management practices, including training, internal communication, mobility, and fair remuneration, to enhance performance and foster employee commitment. Consequently, our study aims to delve into the impact of salary and remuneration management on workforce performance in tourism, drawing insights from previous research across various sources such as books, scientific articles, and journals.

1. Generalities about the remuneration and performance in management:

To first begin introducing our two important variables, our study has looked after previous studies; which have treated same variables as ours. Let's see every study's aim and its important results:

In Diallo Bokary, Diall Hawa Gouro study on 2023: “Impact of remuneration variables on the performance of health services: case of the University Hospital Center Professor Bocar Sidy SALL of Kati”, investigates the contribution of HRM (Remuneration variable) on health care services performance. Used quantitative method, using the non-probability sampling methods with the reasoned choice technique and probability with the simple random sampling technique (collected using a questionnaire, a semi-directive interview guide and a documentary exploitation sheet) on the health personnel at the Kati University Hospital Center population. The results confirm that elements such as basic salary, bonuses, and allowances play an important role in motivating and satisfying employees, contributing to their overall performance improvement. This study reveals a significant link between remuneration and performance, it also underscores the need for a more comprehensive analysis involving multiple institutions to confirm and complement these findings. (Gouro, 2023).

In Nur'aeni, Abu Muna Almaududi Ausat, Yudiyanto Joko Purnomo, Abdul Razak Munir d, Suherlan study on 2022: “Do Motivation, Compensation, and Work Environment Improve Employee Performance” analyzes and provides evidence that motivation, compensation, and work environment improve employee performance (In Nur'aeni, 2022), reached these three directions:

A. Motivation and Employee Performance: Motivation, as per Maslow's hierarchy of needs theory, drives human behavior towards set objectives by fulfilling various needs levels. The correlation between motivation and employee performance is evident, where highly motivated workers tend to achieve higher productivity levels and are more resilient in facing challenges. Hence, motivation significantly enhances overall employee performance.

B. Compensation and Employee Performance: Compensation, encompassing both monetary and non-monetary benefits, plays a important role in enhancing employee performance. Fair and adequate compensation not only retains employees but also motivates them to perform better. Businesses need to ensure that their compensation packages align with employees' expectations and perceived fairness to maintain high performance levels.

C. Work Environment and Employee Performance: A conducive work environment directly impacts employee productivity and satisfaction. Studies have shown that employees perform better in environments where they feel comfortable, safe, and supported. Employers should prioritize creating a positive work atmosphere that fosters productivity and allows for flexibility to accommodate individual needs and tasks. Thus, investing in an optimal work environment contributes significantly to improved employee performance.

In BESSOUH ALACHAHER Nadira, MIR Ahmed study on 2020: “Compensation System and Performance Management within Algerian Companies” analyses the link between the remuneration and enterprise's performance, using quantitative method on 15 HR Managers of SAIDAL Company. This study found that the remuneration appears to be a powerful means of decision support; it is directly linked to the performance of companies (BESSOUH ALACHAHER Nadira, MIR Ahmed, 2020).

In Onyekwelu R.U, Dike E.E, Muogho U.S study on 2019: "Remuneration as a Tool for Increasing Employee Performance in Nigeria," investigates the impact of remuneration on enhancing employee performance within a Nigerian context. With a study population of 200 individuals, the research aims to uncover the significance of remuneration in driving improved work outcomes and productivity. This study provides valuable insights into the relationship between compensation strategies and employee performance in the Nigerian workforce (Onyekwelu, R.U1 Dike, E.E, Muogbo, U.S, 2019).

In Adibah Abdul Kadir, Adnan Ali Hassan Humaid AlHosani, Fadillah Ismail, Norseha Sehan study on 2019: "The Impact of Compensation and Reward System on the Performance of Employees" explores the relationship between remuneration and employee performance. The study aims to investigate how satisfactory remuneration influences the performance of employees within organizations. By analysing the impact of compensation and reward systems, this research seeks to uncover the significance of both financial and non-financial rewards in enhancing job performance (Adibah Abdul Kadir, 2019).

In Iriani Ismails' study on 2019: The article "Remuneration and Performance" explores the impact of remuneration on enhancing the performance of library employees, shedding light on the relationship between remuneration and employee performance. The study conducted by Iriani Ismail from Universitas Trunojoyo in Madura, Indonesia, employs qualitative methods to investigate the role of remuneration in improving employee performance. The research, involving a population of 17 employees, utilizes interactive analysis methods and ethnographic techniques to delve into how remuneration influences employee performance and the factors that affect optimal performance outcomes (Ismail, 2019).

In Evie K. Sardjana, Sudarmo, Didik G. Suharto study on 2018: "The Effect of Remuneration, Work Discipline, Motivation on Performance," explores the impact of remuneration, work discipline, and motivation on employee performance. It delves into how these factors individually and collectively influence the outcomes of employees. The study aims to provide insights into optimizing remuneration strategies to enhance overall work performance (Evie K. Sardjana; Sudarmo; Didik G. Suharto, 2018).

In John R. Becker-Blease, Fred R. Kaen, Ahmad Etebari, Hans Baumann on 2010: that worked on the correlation between employees performance and profitability within U.S manufacturing section titled "Employees, firm size and profitability in U.S. manufacturing

industries", the study treated the base of data of period 1987 to 2002, to find that there is relation between the company profitability and the performance but it get diverse from section to another when it is related also the company's size ([John R. Becker-Blease](#), [Fred R. Kaen](#), [Ahmad Etebari](#), [Hans Baumann](#), 2010)

After checking every single study and its results. We started ours by checking each variable' evolution, since its embryony phase, until its maturity and influencing phase.

And as the remuneration being at the very foundation of human resources management practice ([Hartzell J.](#), [Starks L.](#), 2003), We will put an eye on Human Resources (HR) management, The emergence of this science began in the nineteenth century under the name of employee administration. It evolved through various factors and time periods until it reached its current state. Scholars divide the evolution of human resource management into six important stages.

First period: It started with the emergence of human resource management during the industrial revolution, transforming simple individual cottage industries into industrial ones with machines and collective methods.

Second period: Then, with the rise of administrative movement came the scientific management of work, contributing to the development of various important aspects of human resource management, such as adopting scientific principles; scientifically selecting workers under the motto of Taylor's right person in the right place, caring for workers, educating them to increase their productivity, and collaborating general administration with human resource management to achieve the desires of the employer and employees under the importance of the public interest of the institution.

Third period: Then, in the third stage, which was in the twentieth century, with the increasing exploitation and deprivation of workers of their basic rights and innovative capabilities, labor unions emerged, necessitating the development of human resource management to improve the working environment and conditions of workers in factories.

Fourth and fifth period: After the outbreak of World War I, there was a shortage of labor, which led, in the subsequent period between the wars, to a focus on the eligibility and satisfaction of the worker, especially after the experiments of Hawthorne.

Sixth period: The concept of human resource management expanded to consider the psychological aspect and the work environment after World War II, leading to more interest in human sciences to deal with the human resource, which is not a material or fixed resource, but a living being driven by needs (salary, satisfaction, etc.) that create interactions in the environment in which they exist (Boualag, 2019).

The evolution of human resource management highlights its expanded scope, encompassing factors beyond wages, such as the work environment and psychological welfare. Consequently, salary significantly influences employee performance (Arifudin, 2019). Remuneration, beyond its financial aspect, is crucial for enhancing employee performance and achieving business objectives effectively (Suri, 2016). It not only influences an employee's decision to join a company but also profoundly impacts their motivation and enthusiasm for work (Asriani, D. Lorensa, P. Saputri, and T. Hidayati, 2020). Therefore, it's imperative for businesses to establish an optimal remuneration strategy aligned with company goals (Wibowo, 2017).

1.1. Evolution of the remuneration:

The twentieth century saw distinct shifts in work organization, as outlined by Bergeron & Thériault (Bergeron, J, Theriault, R, 1992). Firstly, the scientific organization of work emerged in the 1930s, prioritizing structured job roles over individual considerations, impacting remuneration management with bureaucratic ideals. The 1950s heralded the human science school, introducing disciplines like work psychology and organizational sociology, emphasizing employee behavior and introducing merit-based remuneration models. The 1980s witnessed the rise of strategic remuneration management, integrating salary plans with business strategies to achieve organizational goals amidst global economic changes. This trend reflects increased competition, prompting managers to explore innovative remuneration strategies for competitive advantage, including performance-based schemes and profit-sharing initiatives. Also M.Audet (Audet, *les défis de la rémunération*, 1992) has mentioned at her book that remuneration serves as a significant tool in achieving organizational outcomes. It stands as one of the most powerful means of communication for businesses to influence employee engagement within the organization. Where Roussel Patrice indicates after galens J. and Peretti J-M studies on 1986 that remuneration is the second professional concern of employees after the risk of losing the workstation (Patrice, *Rémunération, Motivation et Satisfaction au travail*, 1996).

During the early same century, industrial worker remuneration mainly relied on piece rates, determined by individual foremen. Despite technological and demand-driven shifts, real wages in manufacturing moderately increased, notably during World War I. Worker security depended on household savings, with labor unions initially hesitant towards economic insurance benefits (Moehrle, 2003).

The term "remuneration" refers to the compensation provided by an employer to an employee in acknowledgment of services rendered or work performed by the employee (Gustika, 2013). In other side it encompasses more than just basic pay; it includes compensation such as bonuses, commissions, and deferred benefits outlined in employment contracts (Maxwell, 2010). While it comprises diverse components that fluctuate based on company policies, positions, and functions. It may reflect individual contributions or be tied to collective achievements. Therefore, remuneration policies must ensure equitable treatment, motivation, and acknowledgment of effort, fostering constructive competitiveness among employees within the organization (Segal Zwi et Duron Yves, 2015).

the proposed remuneration should align with industry standards to effectively attract top talent and maintain competitiveness in recruitment. Establishing a remuneration system requires addressing 3 key questions: Can we afford it? (Financial balance), Is the pay fair within the company? (Internal balance), and Is it competitive with what others are offering? (External balance) (BESSOUH ALACHAHER Nadira, MIR Ahmed, 2020).

While remuneration stands out as one of the most important variables in human resources management. Indeed, its primary purpose is to attract potential candidates, retain skilled employees, motivate them, administer salaries, and facilitate the achievement of organizational goals, At the core of the employer-employee relationship lies remuneration. It serves as a defined component within the employment agreement: employees receive wages in return for their work efforts. However, remuneration represents only one facet of the contribution-reward dynamic. When considering contributions, distinctions can be made based on physical exertion, time dedication, talents, skills, and achieved outcomes. As for rewards, these encompass not only salaries, bonuses, and monetary incentives but also material (DIALLO Bokary & DIALL Hawa Gouro, 2023).

1.2. Evolution of the performance:

The term "performance" traces its roots back to the 13th century with the French version "performer," originating from the verb "to perform," which appeared in the 15th century in English dictionaries, signifying "to accomplish or achieve (Pesqueux, 2004)". It is derived from "former," denoting "completion or execution." "performance" is predominantly employed in sports to characterize a horse's conduct during a race and the athletic feats of participants in sporting events. (Bourguignon, 1999), Which is in HR means to accomplish a work done; or done execution of certain task. As well many scholars have defined "The performance", Bourguignon has defined it in both aspects; For individual the performing person is the who achieves his goals (Bourguignon A. , 1995) Regarding the organizational aspect, performance is defined by the achievement of results, regardless of the method used. In a broader sense, it encompasses the processes and actions leading to the final results (Bourguignon, 2000).

The term "Performance" can indicate to different meaning is management science; Most three important classes; Results, Actions, And Success, when this last cannot give a direct sense, it depends on the object realization level; otherwise, the category's judgement (Bourguignon A. , 1995).

Figure 2 - Performance classes in management fields.



- Elaborated by us, after (Bourguignon A. , 1995)'s studies.

While Pesqueux make sure about how difficult to give the exact definition of this word in this wide field of management science, where it can also be used in Theatre, sport, mechanics, society, physics and other fields (Pesqueux, 2004).

Performance is a notion polarized on the announced result, but it also conveys a value judgement on the result finally obtained whether was positive or negative (SCHIER, J. et

SOULQUIN, G, 2007). Where (SCHIER, J. et SOULQUIN, G, 2007) also said “*The concept of performance thus has as many meanings as there are individuals or groups who use it. For a manager, performance may be the profitability or competitiveness of their company; for an employee, it may be the work environment; and for a client, it may be the quality of services rendered. The multiplicity of possible approaches makes it an overdetermined concept, and curiously, it remains indeterminate due to the diversity of groups that make up the organization*”.

Where employee performance entails enabling them to carry out their work to the best of their abilities that may go over expectation (D.V.M, 2010). Armstrong and Baron find employee performance is considered as a strategic approach improves the company’s staff performance and developpes individual and team to contributes in increasing organizational effectiveness, Employees mainly perform various tasks in production, starting from manufacturing and storage to transportation, marketing, distribution, and promotion. Therefore, their performance represents an important aspect of HR management and general manufactory management (Wright, Cropanzano, and Meyer, 2013). Successful employee performance fosters a culture of both collective and individual responsibility for ongoing improvements in business processes, also employee performance reflects the organizational performance of a company, while it’s the development of competent and commitment working individuals towards the achievement of shared meaningful objectives under a supportive environment (BALOGUN, Adetoun Ramat, OMOTOYE, Oluwatiobi Oyewumi, 2020).

Otherwise, the performance management has also evaluated and passed through five phases in its historical evolution. First period was between 1904 and 1914, where W.F Taylor has raised the principals of the scientific management, and has found the influencers factors on the work potential productivity, and summarized them into those 4 rules (Taylor, 1911):

1. Changing the thumb work rules with scientific methods based on studies.
2. Workers get selected, trained, and developed scientifically.
3. Cooperate with workers, in purpose to follow the methods done.
4. Divide work between managers and their workers equally.

Then the second phase 1914-1920 known as “the popularity of Taylorism in USSR” (Soviet Union) was when F.W Taylor found the performance appraisal process; which focused on the worker/ individual current productivity and how to improve it (Lenin, 1914). Then the third

phase 1930-1960 “Growing popularity of W.D Scott’s performance appraisal process” where the largest consultancy firm in Australia introduced the rating ability of staff concept at the early world war I and the started getting recognize and used at 1930 And the “men to men comparison” scale influenced by F.W Taylor. 1960-1970 This period presents the fourth phase; where the most of government organizations used the annual confidential reports, which used to be known earlier as the employee service record and done in confidential way without workers know they are getting evaluated. And the fifth phase 1970-2000 and the “360-degree feedback ubiquitous”; the ESSO research and engineering company was the first using this approach, while it wasn’t accepted by most other organizations because of how it needed budget, but then at 2000’s this performance approach process became more used, flexible, and stimulating for employee’s productivity and performance as well ([Matrinez, 2023](#)).

2. The tourism and hospitality development:

As our study already treated previous study about the research variables, we will do the same with the field of the research as well. So, we are seeing some articles treated the tourism and the hospitality industry:

In first article by [Syafri Naldi](#), [Erna Maulina](#), [Tetty Herawaty](#) and [Rusda Irawati](#) on 2022: The article under the name "Hospitality and Tourism Innovation: A Systematic Literature Review" presents a comprehensive analysis of the academic literature on innovation in the hospitality and tourism sector. The authors aim to identify the state of research on innovation in this field, focusing on various aspects such as product, process, organizational, and marketing innovations. The study reveals that innovation research has been conducted in various countries, primarily in Europe, with respondents mainly from the supply-side, including hotel managers and tourism destination managers. The research methods used are mostly quantitative and qualitative, and the findings are classified into three review categories: innovation at the company, regional, and innovation typology levels. The study emphasizes the importance of collaboration and knowledge sharing in fostering innovation within the sector, highlighting the need for a more integrated approach to innovation research ([Syafri Naldi, Erna Maulina, Tetty Herawaty, Rusda Irawati, 2022](#)).

In Carlos Pestana Barros, Laurent Botti, Nicolas Peypoch, Bernardin Solonandrasana studies on 2009: "Tourism and Hospitality Research: Editorial" delves into the collaborative efforts between the hospitality and tourism industry and educational

institutions in Malaysia, aiming to explore the synergies, challenges, and opportunities arising from this partnership. Through a qualitative analysis of discussions and applied research, the editorial highlights the significance of industry-education collaborations in fostering innovation, knowledge exchange, and skill development within the Malaysian hospitality and tourism sector. By showcasing successful initiatives and addressing areas for improvement, the article contributes to a deeper understanding of how academia and industry can collaborate to drive advancements in research, education, and practice in the field of tourism and hospitality (Carlos Pestana Barros, Laurent Botti, Nicolas Peypoch, Bernardin Solonandrasana Université de Perpignan , 2009).

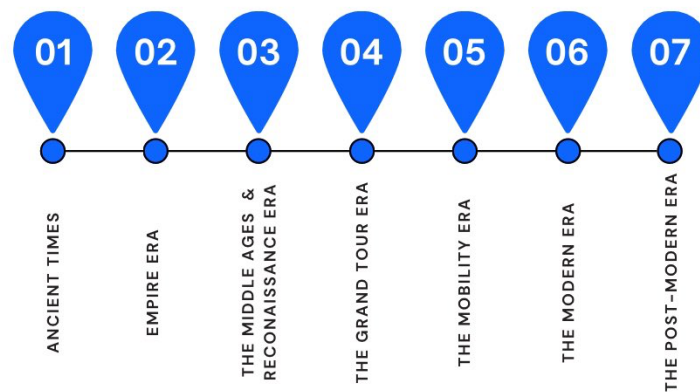
In Doris Gomezelj Omerzel article on 2016: "Hospitality and Tourism Innovation: A Systematic Literature Review" conducts a systematic review of 40 papers related to innovation in the tourism and hospitality sector, revealing that research in this area has been conducted globally, with a focus on Europe. The study categorizes innovation into company, regional, and general typology levels, emphasizing various forms of innovation such as radical, collaborative, service, human resources, hospitality, and technological innovations. The research methods predominantly include quantitative and qualitative approaches, with respondents mainly from the supply-side like hotel managers or tourism destination managers. This study contributes to understanding innovation dynamics in the hospitality and tourism industry, highlighting key areas of focus for future research and development in this field (Omerzel, 2016).

After all the tourism is *“a term to cover travel to places away from one’s home environment undertaken principally for leisure but also for business. Tourist activities generally involve spending money in a new location and do not involve remuneration from within the place or country visited”* (Dictionary of Human Geography). ***“Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure”*** defined by the UN Tourism (united nations of tourism). And tourism I not limited only by visiting and discovering new places out of the country, but its meaning is larger to cover traveling in and out, old and to new places, It also can be business tourism, sports tourism, and medical tourism (Walton, 2024).

When different scholars recognize it as sociological phenomenon, cultural phenomenon, or an economic phenomenon (Khantar Naoual, Kalach Abdelkader, 2019). While the term tourist represents the one who have done this action “traveling” when the international organizations such the world tourism organization recognize the tourist as the person who spend at least 24h away from home and no longer than a year (Masaad).

2.1. Tourism through Ages:

Figure 3 - The evolution of tourism through ages



– Elaborated by us, After (Walton, Tourism, 2024)’s studies.

No time detected officially of the tourism’s real beginning, but after the advent of empires; such as the Egyptian empire, Roman, and Eastern Mediterranean empire, and them seek to control all the trade routes and ports, they started doing curious travels to develop trade routes. Also, the historians found evidence of ancient voyages by Mayans to modern Mexico, as well Shang dynasty to the modern China, that gives proof of ancient voyages of old ages peoples (Walton, 2009). And then later people started traveling for commercial, educational, governmental, religious and other various purposes (Walton, 2024). This period known as the ancient time. And period after was the empire era when the establishment of centralized governments in various central locations, such as the Egyptian Kingdoms (4850-715 BC), made travel a necessity (Pegu, 2020). And when tourism reached this importance, it was also important to provide the accommodation and food for those who travel, especially for Greeks (900-200 BC) they encouraged visiting new locations, and promoted to use a common language, And then Roma empire has transformed the government places to tourist attractions places, with shops, places to eat and drink, and as well theater (500 BC – 300AD) they also improved roads and built inns(Christou, 2022). Then tourism passed to the third period which

was the Middle Ages and the renaissance era, the transport was fragmented due to the feudal system after the fall of Roman empire (5th – 14th century), After the roman catholic church failed in retake holy land between 1906 and 1921, they left travelers to their desire to the world travel. According to historians the first real tourist was *Cyriacus* of Ancona, who traveled through the Mediterranean to know the history of Romans and Greeks, after this educational travel the grand tour era has emerged, This era has developed the tourism, and begun when British nobles done the grand tours, almost with the 17th and 18th century, this was also from the reasons to construct railways, which gave the democratized touch to those travels and making destinations more accessible (Imam, 2022). Also, at this Grand tour era the real concept of tourism has appeared early in 17th century in the western Europe with antecedent in the classical antiquity (Walton, 2024). While in the 19th century Thomas Cook and his son has offered an holidays excursion for groups, and this was the mobility era, it has included transport, accommodation and food tickets which has make it cost cheaper, and at this time the travel agencies has begun appearing with package holidays (Rodríguez, 2020). On the middle the 20th century within the production of buses and cars, and after the WWII with the improvements in the air transport tourism just continued growing. In the same century later on 1970s' the tourism suffered a recession according the energy crisis (Gyr, 2010). then by the emerge of the mass tourism, traveling went from an exclusive group to leisure activity to many (Rodríguez, 2020). Then in the modern era in the first half of the 20th century George Westinghouse bring the idea of paid leave from work, and its benefits on worker's productivity (E.Leupp, 1918). After the WWII by the end of 1940 people tried to repeat the travel experience not forced (were forced the first time by the war) but in positive way and share it with their families (Kopper, 2009). Many factors influenced the growth of the travel industry, especially with the emerge of hospitality industry with hotels and motels, and with gas and petrol no rationed, and of course with the jet travel which became popular by the 60s', the tourism became safe, and the emerge of credit card on 1950 made it much easier (Walton, 2009). In the other side of modernity era, tourism has become one of the most distributed activities in the GDP (Gross domestic product) for the world. Overall, its historical evolution from exclusive journeys of elite to widespread industry shows the reflect of the technological and sociological changes, and travel preferences over the time (Walton, Tourism, 2024). And the last period the post-modern era of this days where the consumers became more savvy, fussy, and aware about their responsibilities against their environment, and search for new experiences, like the smart tourism such as the virtual tourism which used widely during the covid-19 outbreak of 2020 (Walton, 2009).

2.2. Hospitality development:

Any business company with hospitality and entertainments services is considered and distributes in the hospitality industry (Sciukauke, 2020). Hospitality services or in other words hospitality industry is separated into three sectors; Food and beverage services, Lodging and accommodation, And the travel and transportation services, when two or three of these activities came up together will show up as broad-based service firm. Like hotels (Altinay, L., & Arici, H. E., 2021).

The hospitality industry has passed with some phases to move from the ancient to modern industry, and many scholars saw and define this industry from different angles. Even had studied and developed theories but no evolving patterns could be found (Mehmet Ali Köseoglu, Yasin Sehitoglu , Jana Craft , 2015). When also qualitative can be biased, but gives a deep synthesis, while qualitative studies couldn't give the full image of hospitality evolution (Ivan Zupic, Tomaž Čater, 2015). And others studies that also didn't consider the intellectual connection (Francisco García-Lillo, Mercedes Úbeda-García, Bartolomé Marco-Lajara, 2016). And many studies have only studied individual hospitality journals (Carles Mulet Forteza, Juanabel Genovart-Balaguer, Emilio Mauleon Mendez, Jose M. Merigo , 2018). When newer research aimed to define and evaluate the previous research on this industry evolutions (Mehmet Ali Köseoglu, Fuad Mehraliyev, Omer Faruk Aladag, Brian King, 2021). And some others showed the importance of the innovation in this sector (Syafri Naldi, Tetty Herawaty, Erna Maulina,Rusda Irawati, 2022).

Otherwise, this industry had five historical phases, when its very early emerge was back to 15000 BCE where caves were designed to accommodate visiting tribes. The ancient origins. In the Middle Ages and beyond, the travel and tourism evolution with the nobles' grand tour, the hospitality has as well. Modernization; after the industrial revolution, the transportation has become much easier and hotels for the first time were constructed. In the 19th and 20th century tourism was defined as luxury and comfort lodging, and hospitality marked a significant development as well. And the recent trends came up with revolutionized digital distribution channels (Krzak, 2023).

And today, the hospitality industry is a vast network of hotel, travel, and tourism businesses, offering a wide range of services to cater to the needs of travellers (Syafri Naldi, Tetty Herawaty, Erna Maulina,Rusda Irawati, 2022).

⇒ **Study hypothesis.**

After the elaborated research. According to the researchers' previous studies and results, we could fix those probable answers in hypothesis form as following:

And after (In Nur'aeni, 2022), (Ilze Prizevoite, 2020), and (Chatzoglou, 2018) studies, we set those hypothesis:

Main hypothesis H1: There is a statistically significant effect of the remuneration system adopted by Hotel Ben Aouda - Shenoua on its workforce performance.

⇒ **Subsidiary hypotheses**

- **H1.1:** There is a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.
- **H1.2:** There is a statistically significant effect of the “salary distribution” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- **H1.3:** There is a statistically significant effect of the “system effectiveness” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- **H1.4:** There is a statistically significant effect of the “company profitability” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

Section 02: Conceptual framework.

1. The remunerations' system.

1.1.The remuneration system concepts.

The remuneration traces its origins to 2150 BC, when Sumerian societies established the earliest laws to compensate workers for physical injuries suffered (Onyekwelu, R.U et. al). This concept presents the counterpart of a provided work, as well it is an essential element of the employment contract (Dumont., 2010). In the other side remuneration represents the earnings from a person's work in a workplace (Hamza Abdelrazak, Hamza Abdelhalim Drarkah, Marouane Aburahma, Mustafa Youcef Kafi, 2014). When also the Oxford learner's dictionaries has defined it as "an amount of money that is paid to somebody for the work they have done" (Wehmeier, 1884). As well remuneration serves both a cost to the organization and the income for the labor providers (BERNARD Martory. Daniel Crozet, 2008).

According to COTE Marcel: they see that the remuneration reflects to any benefits that an individual derives from their employment, including monetary, non-monetary compensations granted under a policy, written agreement, or legislation (Marcel., 1995).

According to Loïc Cadian: their research was based on "worker wages" and "executive remuneration" as two synonymous terms, referring to the total amount that employee receives from their employer (Loïc, 2007).

The remuneration system is one of the most complex systems within an organization, encountering various challenges including social, economic, and organizational factors. It encompasses frameworks governing employee payment, including salaries, benefits, and other forms of compensation, designed to ensure fair employee compensation and alignment of interests with organizational goals. Remuneration is based on foundational and holds significant importance in achieving global strategic objectives (Davies Doug, Liang Wei, Zhang Xinyan, 2011).

As well the global remuneration system must be used to help an organization to reach its own prorated object, whether were to attract and keep the human capital, or to gain a flexible human

resources management. All of that to reach a certain stability at the market and reach certain objects (Bernard, 2010).

1.1.1. The remunerations' objectives. The remuneration plays an important role to achieve the organization goals by achieving its objects at first part, which are: (Satka, 2019)

- Attract Top Talent: A competitive compensation plan helps attract qualified talent to the organization.
- Retain & Reward Personnel: Paying employees fairly and offering performance-based rewards encourages them to stay with the company and perform at their best.
- Boost Motivation: Structured remuneration systems can drive motivation across teams, leading to increased job satisfaction and productivity.
- Compliance with Legal Standards: Adhering to federal regulations, such as the Fair Labor Standards Act, ensures fairness and protects against litigation.
- Maximize ROI (Return on Investment): Creating a compensation plan that stays within budget while also driving productivity through pay-for-performance and other motivational tactics helps maximize the return on investment.
- Analyze & Increase ROI: Tracking the success of the compensation scheme's return on investment helps determine where the best return is achieved.
- Maintain Morale: Providing non-financial rewards like flexible work hours, generous PTO (Paid Time Off), and personalized learning modules can maintain employee morale.
- Create a Positive Work Environment: A well-developed compensation plan can improve work conditions, leading to greater company success.

1.1.2. The remunerations' principals. The remuneration can be based on three necessary parts (CITEAU, 2002):

1. Financial balance: to maintain the financial balance, the organization has to have the capacity to pay (economic data) wage bill (budgetary data). The wage bill represents all the company's incurred expenses for labor remuneration. The capacity of an enterprise to pay the salaries represents the total wage bill, which is determined by fiscal wage bill, and wage bill paid to employees. This capacity is

linked to the company's value added; which is the difference between total expenses and the value of intermediate consumption, The more the added value per employee is generated, the more the enterprise is stronger to pay. Even the real determination of remuneration is not always easily founded.

2. External consistency: Each major professional branches negotiate the minimum professional wages of its field. When the company regulation fixed its minimum interprofessional growth wages, Certain wages levels constitute incompressible thresholds for companies. On the other side the average levels of remuneration in different sectors in different professional categories represent the mandatory referential point to determine the remuneration rates of any company. None of those companies is not able to pay wages much lower than the market rate; this can constitute a risk of deteriorating the quality of its human resources.

3. Internal equity: the pay equity can avoid psychological workplace problems likewise injustice and demotivation, and at the last point conflicts; Was it interpersonal or with the organization. They found that the workers' equity is the perception of the workers' contribution type and level, and as well its performance and progression at the workplace. This term; pay equity is linked to two principal notions; Qualification, and Performance. A remuneration system at any enterprise must conjugate those three aspects to maintain objects.

At other part, other aspects can influence this equity at such period of time; like skills, ageing, so it is not stable and get imbalanced automatically and obliges the company to survey new determination mechanism of remuneration to stand flexible and gain their resources satisfaction.

1.1.3. The remuneration importance. The remuneration summarizes its role in three points:

1.A support on performance improvement: Effective remuneration management is increasingly recognized as a competitive advantage for businesses, impacting individual and collective performance amid heightened competition and moderate economic growth, yet the focus should shift from cost reduction to quality improvement and innovation for long-term competitiveness

2.A support on the attraction and conservation of employees: Effective remuneration management serves as a tool for attracting and retaining employees, shaping organizational culture, and signalling valued behaviours and outcomes, thereby influencing recruitment profiles and employee attitudes and behaviours. This underscores the challenge of creating work-life balance through favourable policies such as vacation time, which sends signals about management values and culture, allowing leaders to align remuneration strategies with desired organizational values and goals.

3.A support on the influence of employee attitudes and behaviours: Employees' perceptions of remuneration, including salary, benefits, and recognition, significantly influence their motivation and engagement within the organization (Khalfallah, Fatma and Necib, Adel and Saghrouni, Olfa, 2021).

1.2.The wages.

To talk and well understand the remuneration we must first well understand some terms work on the same concept but in different ways.

1.2.1. Wages definition. (Boualag N. , 2019)

1.The wage: what an employee gets from its work per hour, per day, or per week.

The wages represent the natural and principal motor for any human being activity. And also, the relationship between a physical and mental work done by an employee, and an employer paying for that work. And it's the reason that pushes an individual exercises certain activity, in the other side it is production costs for an organization.

2.The salary: refers to the compensation that worker receives monthly, or the monthly wage.

Salaries are defined as a fixed sum of money paid to an employee, regardless of the number of hours worked each week. Salaried employees receive their income regularly throughout the year. In addition to the base salary, salaried employees may be eligible for other forms of compensation such as bonuses, stock options, and commissions.

1.2.2. Wages theory. (Bernard, 2010)

Wage theories are a complex and diversified subject in economics. Here are some important theories that showed its importance at the organizational environment:

1. The hierarchy theory shows the inequality in different wages. And the human capital theory has established the fairness in the hierarchy wages, because it depends on how individual invest in his human capital.

2. Piore and Doeringer argument founded the determinate of wages on the strategies deployed by organization, But the Insiders/ Outsiders theory came to disagree, this theory was based on strategy of actors, when the insiders use their statue as an advantage compared to outsiders; who are at the labor market.

3. The efficiency wage theory is an extension for the insiders theory, it has justified the above-market wage levels, related to the qualification and the retention of employees within an organization.

1.3. The remunerations' components.

The remuneration is not only based on wages, but also on another various complementary components; which can be individual, collective, or categorical. Those components can be provided by law, company agreement, collective agreement or granted discretionary by the company. It can be monetary or non-monetary, paid immediately or deferred, fixed or variable (G. Rock, F. Cournoyer, S. lavoie, 2006). And here we will explain every single one:

1.3.1. Direct/ Indirect remuneration.

The direct remuneration corresponds to various of the pay slip elements, and it's built on three important elements; the qualification salary, the performance salary and bonuses. The qualification salary has an irreversible nature, which is represented with individual augmentations, depends on different parameters; like the level of the position, the potential, age, seniority... And for the performance salary and bonuses

represent the reversible part of the salary and it is linked to the individual performance, this system is managed by the direct hierarchy.

And the indirect remuneration corresponds to less distant peripherals; like social benefits.

1.3.2. Immediate/deferred remuneration.

The deferred remuneration corresponds to the individual's status, this type of remunerations is received after a certain period of work, event cursus, or when the employee leaves his work, for example the funded pensions.

Unlike, the immediate remuneration is the one which an employee receives immediately.

1.3.3. Fixed/variable remuneration.

The fixed remuneration composes from salary, bonuses and other fixed bonuses, correspond to the position and individual criteria. This fixed remuneration is determined by the collective bargaining agreement, the sector benchmarks, methods of the job analysis and classification.

On the other side, the variable remuneration composes from two-part, individual part contains the bonuses related to individuals' performance evaluation, and the collective part which is under the quote of "the merit of remuneration" for employees except the sales representatives and it is related to the global performance criteria.

1.3.4. The legal peripherals.

It is about the company savings plan and stock position. It is distributed in collective nature with monetary terms and sometimes as deferred basis. This type is depended on law or an order (Profit-sharing: 1959s' ordinance/ Financial participation: 1967s' ordinance/ Savings plan: 1967s' ordinance/ Stock options: 1970's and 1983s' laws).

1.4. The remunerations' different systems.

- 1.4.1. The fixed salary.** It is known as an exchange between fixed amount and a work done. And also presented by the unions as a fundamental achievement of social struggles under the principal of “equal work; equal pay”. Companies establish salaries based on work performed, often in hourly wages, considering experience and evolving responsibilities, while adjusting remuneration for the diversity of tasks performed by employees (LOIC, 2007).
- 1.4.2. The individualized salary.** Companies employ diverse salary individualization practices, ranging from piece-rate compensation for specific tasks to merit-based pay for employees, reflecting a shift from productivity-focused to more collective reward systems in the workplace(LOIC, 2007).
- 1.4.3. The salary linked to company performance.** Profit sharing is a conditional and random system based on the company's profits and requires an agreement on the portion distributed to the workers. Despite differences regarding its exact emergence, profit sharing seems to have been experimented with since the interwar period, or even in the 19th century (LOIC, 2007).

1.5. The remunerations' various types of criteria.

The company must find a balance in relation to each of the remuneration criteria to reach its own performance, this set of criteria corresponds to data that imposes itself and to which it must adapt. Which are: (Roman, 2016).

- Professional criteria: These are factors directly linked to remuneration, encompassing both human capital and employee contributions. The company must decide the weighting of these criteria to formulate its remuneration mix.
- Organization-specific criteria: Factors such as management, culture, history, and the economic situation and performance of the organization contribute to shaping remuneration standards.
- Market criteria: Remuneration levels and structures are influenced by talent competition and labor market dynamics.

- Social and regulatory criteria: The social balance and context within the company, its industry, and at the national level impact the rules governing remuneration and its evolution.

1.6. The remunerations' three pillars.

The balanced system of remuneration must be based on those three pillars (BERNARD MARTORY, DANIEL CROZET, 2016):

1.6.1. The level of the wage bill. The payment of salaries is a significant financial constraint for the organization, often representing the largest financial commitment for companies. The level of the wage bill is an important variable in the financial policy of the unit, and prospective reflections on its evolution can help clarify choices in total expenditures dedicated to human resources.

1.6.2. External competitiveness. An organization offering salaries significantly lower than the market for equivalent qualifications faces challenges in recruitment and retaining employees in their positions.

1.6.3. The internal equity. The equity of remuneration within the unit relies on two components:

- The sense of justice and fairness concerning salaries relative to perceived responsibilities, and the incentive nature of compensation, which must encourage each employee to enhance their performance.

- The secrecy surrounding remuneration in many companies is merely a dubious remedy for the absence of balance, and a "general" system should inherently promote individual efforts, explaining the challenges in its implementation.

1.7. the legislative framework of the remuneration.

The Algerian remuneration is linked to the Guaranteed National Minimum Wage (GNMW), a concept in Algerian labor law (90-11) that defines the national salary policy and the workers obligations and relations. This policy was first introduced with the Guaranteed Interprofessional Minimum Wage (SIMW) established by Ordinance No. 74-2 dated January 16, 1974. Since then, it has undergone several successive revaluations, culminating in Presidential Decree No. 21-137 dated April 7, 2021, effective from June 1, 2020. The current

rate is 20,000 DZD per month (as of November 3, 2022, with 1 Algerian Dinar equaling 0.00728 euros) for a 40-hour work week, which equates to an hourly rate of 115.38 DZD. This rate applies to both the public and private sectors. The GNMW is determined based on:

- The national average of recorded productivity.
- The consumer price index.
- The general economic situation.

The basic wage must include the professional classification of the employee within the organization, the worker's seniority, overtime worked (including night shifts), premiums related to productivity, and reimbursements for expenses incurred due to special requirements imposed by the employer on the worker ([The labor law 90-11](#)).

2. The workforce performance management.

2.1. The workforce performance generalities.

The workforce performance is a complicated term that scholars couldn't define it all in the same way, it depends on the field used in, and as has been said "The concept of performance must be precise whenever we want to use it" ([Pierre, 2009](#)). Meanwhile Motowildo defines it as "work performance is defined as the total value expected by the organization from the discrete behavioural episodes exhibited by an individual during a given period of time" ([CHARBONNIER Audrey, Carlos Andrés Silva, Patrice Roussel](#)).

After all we can conclude the workforce performance as an employee behavior that hold a value for his workplace, and what company waits from him. It encompasses also how this employee executes his activities and responsibilities in the organizational environment. The employee performance reflects the effectiveness, quality, and efficiency in the business success ([Motowidlo, 2012](#)). The workforce performance or the HR performance also represents the human resources management support.

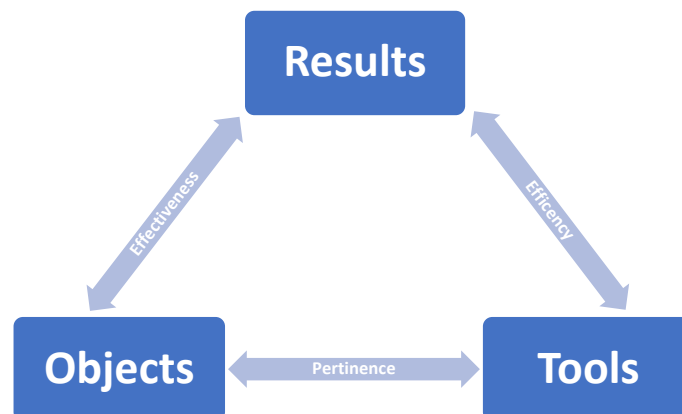
The workforce/HR performance management; system, program or operation. Are all giving the same sense which is the human resources management is a set of activities aimed to manage and evaluate the performance of workers at their work ([Nassazi, 2013](#)).

2.2. The workforce performance components.

The performance of human resources at work can be built on three important pillars: effectiveness, efficiency, and pertinence. Since each pillar is interconnected, an effective workforce performance system must encompass and comprehend every aspect, (BERNARD MARTORY, 2008) in which they are:

- 2.2.1. **The effectiveness.** The performance and effectiveness in sociological aspect can be defined as the intensity with which each employee adheres and collaborates with the organization. It means the degree of objects achievement.
- 2.2.2. **The efficiency.** It measures the ratio between the results achieved and the resources utilized, such as time or cost, reflecting how effectively efforts are converted into outcomes.
- 2.2.3. **The pertinence.** can refer to ensuring that achieved results align well with strategic objectives, such as internal promotions matching employee retention goals and not conflicting with cost reduction strategies, and involves ensuring consistent action implementation across departments and stakeholders.

Figure 4 - The social performance magic triangle.



- Elaborated by (BERNARD MARTORY, 2008)

2.3.The typologies of performance.

At an organization the performance is devised into three types (Stephane BALLAND, Anne Marie BOUVIER, 2008), which are:

- a- The economic performance: which is defined as the effective ability of attending objectives by the right and efficient use of resources.
Done by the manager or the shareholders, and its indicators are the labour productivity and the materiel performance....
- b- The financial performance: is the company's ability to create a value for its shareholders. This action is done by the shareholders.
This performance can be mensurated by the financial profitability, the return on its invested capital...
- c- The competitive performance: The ability of the company to create permanently a value for its clients.
This type is done by the market, and can be mensurated by the company's place at the market, the client's satisfaction, and client's loyalty.
- d- The social performance: It is the company's ability to create A partnership value.
This performance can be done by the primary or secondary stakeholders. It is mensurated by the staff turnover rate, work accident rate.

At the other side, we find the social performance devises into three types as well:

- a- The individual performance: That of the employee in his position which is based on variable remuneration. Which has not developed in isolation. It was made possible by the contributions of the organization and colleagues. It is fostered by a conducive work environment; thus, it is the outcome of organizational conditions (MartoryBERNARD, 2004).
- b- The collective performance: It is the ability of individuals to work together and implement collaborative intelligence. The performance of collective work, which has become primarily intellectual, favours intangible, unmeasurable, and uncountable production (ZARA, 2008).

- c- The organizational performance: In the organizational aspect it is defined as the achievement of results according to the set objectives. Bernard defined it as “organizational performance refers to the individual skills, or more precisely, the collective and individual components that ensure the production of goods and services characterizing any modern society” (Bernard G. , 2000).

2.4. The workforce performance determinants.

After the studies and theories of Fayol and Taylor, workforce performance became increasingly important in scholarly research. With the evolution of performance, concepts like motivation and job satisfaction also evolved, affecting performance positively or negatively depending on the period under investigation (BRIGUITTE Charles-Pauvres, Nathalie Comeiras, Dominique Peyrat-Guillard, Patrice Roussel, 2006). In this part we will check the influencing factors on the employee performance:

- 2.4.1. The motivation.** Motivation at work is what drives someone to choose to work hard on a task and keep putting in effort over time, influenced by both personal factors like skills and abilities, as well as external factors in the environment (Roussel, 1996). Motivation can have internal or external origins; individual interests or individual environment.
- 2.4.2. The satisfaction.** is a positive emotional state after work experience or work evaluation (Locke, 1976). The employee work satisfaction stands on three dimensions; cognitive, affective, and conative dimension (Castel, 2016), which can be easily understood as thoughts (how you see your job), feelings (how you feel about your job) and action (what you might do for your job).
- 2.4.3. The professional competence.** It refers to having the necessary knowledge, skills, and behaviours for a specific job or field, recognized and applied effectively in professional settings (Christophe, 2008).
- 2.4.4. The work engagement.** Sandra Bellier-Michel defines work engagement as "the attachment to work, it is the importance that work takes compared to other spheres of life. The involved person defines himself through his work, and considers that his professional activities are central to him" (Eric Brangier, Nicole Dubois, 2016).

2.5. The performance criteria.

Workforce performance can be influenced by other factors, and while scientific inquiry and scholarly attention to these influences have intensified in recent years, they have long been subjects of investigation.

2.5.1. The workplace quality. François-Jean has defined the QPW as "A perceived sense of well-being at work, both individually and collectively, which encompasses the atmosphere, company culture, job interest, sense of involvement and accountability, fairness, a right to make mistakes granted to each individual, recognition, and appreciation of work done. Conceptualized in this way, quality of work life refers to and encompasses recurrent provisions addressing, among other things, work organizations, enabling the reconciliation of improving working and living conditions for employees and the collective performance of the company" (François-Jean, Paulin, 2014). Workplace quality of life enhances recruitment appeal and fosters employee engagement, leading to better performance and retention.

2.5.2. The workplace well-being. Aims to ensure and promote the health and well-being of employees by optimizing working conditions, ensuring safety and health, and fostering positive social relationships. It encompasses five dimensions: physical health, personal fulfillment, social relations, material comfort, and organizational factors related to work and the company (Karen jeffery, Sorcha Mahony, Juliet Michaelson and Saamah Abdallah).

2.5.3. The workplace health. According to Pierre Trinquet, technological advancements and industrial development dramatically affect workers' physical and mental well-being, including physical and chemical hazards, mental overload, machine-related dangers, risks from handling materials, and challenges from shift or night work (Trinquet, 1996). And The World Health Organization defines workplace health as a state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity (Louche, 2007).

Ensuring workplace health is a top priority for company leaders, who are responsible for enforcing regulations and recommendations outlined in labor codes. However, factors such as work pace, complexity, and workload can introduce occupational hazards and risks.

2.6. The performance measurement.

The measurement process of the performance pass by (Bernard MARTORY, Daniel CROZET, 2005):

2.6.1. Performance sources identification. Essentially, there are two types of performance:

- Internal performance: resulting from the combined efforts of the organization's employees, including human, technical, and financial performance. This is essential for effective resource management and goal achievement.
- External performance: influenced by environmental factors such as the opening of promising markets, the sale of subsidiaries at high prices, and the temporary exploitation of patents. These elements can generate profits without necessarily being attributed to internal efficiency, although some also consider the ability to seize such opportunities as a form of organizational performance.

2.6.2. Identifying the levels of performance measurement. The performance evaluation can be categorized into four schematic levels, with managers primarily concerned with maintaining the first three:

- Assessing individual performance at the job level, which influences aspects of compensation.
- Evaluating group or sub-unit performance, which informs organizational considerations.
- Analyzing overall company performance to guide strategic decision-making.

2.6.3. Immediate performance or long-term performance. The improvement over time is essential for employees, teams, and organizations. Choosing a performance evaluation timeframe goes beyond technical considerations. It involves deciding between seeking immediate efficiency or delayed effectiveness. Typically, a yearly timeframe is chosen due to accounting data availability. However, it's important to consider surpassing this timeframe, especially for assessing executive team performance or evaluating surpluses.

2.6.4. Long-term performance. Aside from accumulating tangible assets, modern organizations also amass intangible assets like skills and experience, often overlooked by traditional accounting methods. This strategic capitalization centers on the capabilities of the workforce and manifests in various areas such as operational techniques, market strategies, management practices, and innovation capacity.

2.7. The effect of workforce performance on the remuneration system.

A good remuneration system will positively influence employee performance by motivating them and increasing their productivity and performance. Conversely, good employee performance within a company will prompt the company to implement remuneration adjustments or adapt new systems according to the company's financial status (their budgetary capacity to increase salaries, provide bonuses, or even offer leave). Therefore, the relationship between these two variables is situated within a feedback loop where one influences the other, either positively through an increase or negatively through a decrease.

The intricate interplay between how employees perform in their roles and the remuneration they receive, encompassing both monetary and non-monetary rewards, profoundly shapes their motivation, satisfaction levels, and ultimately, the organization's success. Research underscores the necessity of establishing remuneration systems that not only attract and retain talent but also effectively drive performance, reflecting the organization's values, objectives, and culture. Striking the right balance in compensation design is crucial, as inadequate pay may lead to disengagement and turnover, while overly generous compensation might inadvertently undermine performance due to heightened expectations or pressure. Therefore, organizations must craft intentional compensation strategies that not only reward employees fairly but also foster a positive work environment conducive to sustained high performance and employee well-being (Ismail, 2020).

Also, remuneration incentives can significantly impact employee performance. To remain loyal to the organization even during difficult periods, internalize the organization's problems as their own, and contribute to the successful achievement of organizational objectives. This positive effect on performance is particularly evident when remuneration rewards are

strategically and effectively combined with incentives (BALOGUN, Adetoun Ramat, OMOTOYE, Oluwatiobi Oyewumi, 2020).

Section 03: The tourism and hospitality industry.

1. The tourism generalities.

1.1. Tourism definition.

The tourism encompasses the activities individuals engage in during their travels and stays in places outside their usual environment for a period not exceeding one year, for leisure, business, and other purposes. From a technical standpoint, tourism can be defined as the aggregate of relationships and phenomena resulting from the temporary travels and stays of individuals who move to entertain or relax. For the most tourism represents the synonym of vacations (Lozato-Giotart, Jean-Pierre, 1993). But at the same time scholars did not get agree at one point, some consider it as a social phenomenon, others as an economic phenomenon, and others consider it at growth factor for human relation and cultural growth (Khantar Naoual, Kalch Abdellah, 2019). Tourism, as both a social force and institution, profoundly influences people's lives, with many individuals being directly or indirectly involved in the industry. Consequently, while tourism brings about various changes and transformations in areas such as cross-cultural interaction, reducing prejudices, and contributing to environmental peace, it also undergoes changes itself (s. Emre Dilek, Nur Kulakoğlu Dilek, 2018).

1.2. Tourism basic concepts.

To understand tourism, we have to identify some concepts by the ONS (The National Office of Statistics/ Algerian):

Visitor: A visitor is defined as any person entering Algeria and not engaging in any paid profession there. This definition covers two categories of visitors: tourists and excursionists.

Traveler: A traveler is defined as any person entering Algeria, regardless of the purpose of their trip, their place of residence, or nationality, except for excursionists on maritime cruises.

Tourist: A tourist is a temporary visitor staying in Algeria for at least 24 hours, whose travel motives may include leisure (vacation, health, studies, religion, sports, pleasure...), business, family, or mission.

Excursionist: An excursionist is a temporary visitor whose stay in Algeria does not exceed 24 hours, including travelers on maritime cruises, excluding travelers who do not legally enter the national territory and border workers employed in Algeria.

1.3.The tourism components.

After Mustafa researches, He finds the tourism sector based on six important components (Kafi., 2014):

- Factors and elements of visitor attraction: These include natural elements such as climate, terrain, beaches, seas, forests, rivers, and others, as well as human and historical motives such as civilization, religion, amusement parks, and games.
- Facilities and hospitality services: Hotels, inns, guesthouses, restaurants, and cafes.
- Various services: Such as tourist information centres, travel agencies, craft industry and sales centres, banks, medical centres, post offices, police, and tourism guides.
- Transportation services: Including various means of transportation to the tourist area.
- Infrastructure services: Including providing drinking water, energy and electricity, and providing road and communication networks.
- Institutional elements: Include marketing plans and tourism promotion programs such as legislation, laws, general organizational structures, incentives for investment in the tourism sector, and education and training programs for employees in the tourism sector.

1.4. The tourism categories.

The tourism is complex phenomenon as we already mentioned, so to properly define its categories, we must mention that it depends on the factors we categorize into, according to this (Khantar Naoual, Kalch Abdellah, 2019):

- According to the reason: Religious, cultural, sports, environmental, recreational, health, and business tourism.

- According to the group: Individual or group tourism.
- According to the gender: Women's tourism and men's tourism.
- According to the duration: Transient tourism and seasonal tourism.
- According to the age: Youth tourism, middle-aged tourism, and senior tourism.
- According to the transportation mode: Land, sea, and air tourism.
- According to the geographic area: Domestic, international, or regional tourism.

1.5. Algerian Tourism Development Master Plan.

The "Tourism Development Master Plan" (TDMP 2030) is considered the strategic framework for Algeria's tourism policy. It is an integral part of the national spatial planning scheme "SNAT 2030," through which the state aims to ensure sustainable development by balancing social equity, economic efficiency, and ecological sustainability.

As such, the government provides strategic directions for tourism development across the country and in each region, within the framework of sustainable development.

The five objectives of the Master Plan for Tourism Development are:

- To make tourism one of the drivers of economic growth as an alternative to hydrocarbons.
- To have a ripple effect on other sectors (public works, agriculture, culture).
- To reconcile the promotion of tourism with environmental preservation.
- To enhance the value of precious historical, cultural, and religious heritage.
- To continuously improve Algeria's image.

2. The hospitality industry.

2.1. Hospitality and hotel industry definition.

The hospitality industry is part of the travel and tourism industry. The travel and tourism industry is vast group of businesses with one goal providing necessary or desired products and services to travelers ([Uttarakhand-Open-University, 2024](#)).

Hospitality is the intentional and continuous effort to build and maintain mutual understanding between an organization and the public. It focuses on fostering friendly connections and creating a positive atmosphere ([Uttarakhand-Open-University, 2024](#)). According to the Oxford

Dictionary, hospitality is described as the reception and entertainment of guests, visitors, or strangers with generosity and kindness. The term "hospitality" originates from the Latin word "Hospitalitas".

2.2. The five main components of the hospitality industry.

They are ([Uttarakhand-Open-University, 2024](#)):

1. **Accommodation:** It includes lodging facilities such as hotels, motels, resorts, bed and breakfasts, hostels, vacation rentals, and campgrounds.
2. **Transportation:** it encompasses various modes of transportation used by travelers, including airlines, railways, buses, cruise ships, ferries, rental cars, taxis, and ride-sharing services.
3. **Food and Beverage:** This involves restaurants, cafes, bars, food trucks, and other dining establishments where travelers can enjoy meals and beverages.
4. **Attractions and Entertainment:** It includes tourist attractions, theme parks, museums, historical sites, landmarks, theaters, concerts, festivals, and other forms of entertainment that attract visitors.
5. **Travel Services:** It covers travel agencies, tour operators, travel booking websites, destination management companies, travel insurance providers, and other services that facilitate travel planning and booking.

2.3. The main services in the hospitality industry.

- **Accommodation Services:** These services involve providing lodging facilities to guests, ensuring a comfortable and safe stay during their travels.
- **Food and Beverage Services:** his encompasses offering a variety of dining options such as restaurants, bars, food trucks, and catering services to meet guests' culinary needs and preferences.
- **Recreational Activities:** It is recreational activities are typically part of hospitality services and involve providing leisure and entertainment services to enhance guests' experiences.
- **Travel and Tourism Services:** These services assist guests with transportation arrangements, travel planning, and booking services to facilitate their journeys and exploration of new destinations

- Customer Care Services: This involves ensuring exceptional customer service through personalized interactions, efficient problem-solving, and attentive care to meet guests' needs and exceed their expectations during their stay (Slattery, 2002).

2.4. Hospitality classification.

According to the latest research the hospitality services are (Uttarakhand-Open-University, 2024):

- Star Classification: Hotels are graded based on the amenities they provide, with star ratings given depending on the level of services offered.
- Classification on the Basis of Location of Hotel: Hotels can be classified based on their location, such as downtown, suburban, airport, resort, motel, floatel, and rotel.
- Classification on the Basis of Clientele: Hotels can cater to different types of guests, including business travelers, families, couples, and solo travelers.
- Classification on the Basis of Length of Guest Stay: Hotels can be categorized based on the length of stay, ranging from short-term stays like business hotels to long-term stays like extended-stay hotels.

2.5. The role of hospitality industry at the Algerian economy.

The role of hospitality in the Algerian economy, emphasizes tourism as a significant economic driver. Tourism is described as a promoter of local products, indicating that the hospitality industry plays an important role in supporting and showcasing local goods and services within the Algerian economy. This suggests that hospitality, particularly through tourism activities, contributes to economic growth by promoting and enhancing the visibility of local products, thereby stimulating economic development and supporting local businesses in Algeria (Djamel). It also contributes by 10,4% on the national global GDP on the Covid-19 epidemic on 2020. And this industry contributes mostly by 11% annually over the next decade in the Algerian economic growth (Boumedyen Taibi,Lamri Khadidja, 2020).

All of those touristic activities are limited and protected by the law 99-01 1999 the hospitality in Algeria on January 6th of, aimed to protect, modernize, promote and develop the Algerian hotel sector, by regarding the rules of this hospitality. This law established standards,

rules in purpose to regulate hotel establishments, organizing different aspects of this industry in the country.

CHAPTER TWO: METHODOLOGICAL FRAMEWORK

In the last chapter, we explored the principal definitions and theoretical aspects of our variables, as well as the sector of study. This was to better understand the research and its fundamentals, and to ensure the most reliable results. In this chapter, we will delve into the actual field of the study. We will start with the organizational context in which we present the hotel, followed by its departments and services in the first section, then the research methodology presentation in the second section.

Section 01: The organizational context.

1. About Ben Aouda hotel.

1.1.The hotel presentation.

The Hotel Ben Aouda & Spa in Chenoua, Tipasa, Algeria, is a luxurious establishment with 4 stars offers a comprehensive range of services to cater the needs and desires of its guests. Was officially opened on the 08th December 2022. Who's owner Mohammed SERAIRI, who has known by his revolutionary name BEN AOUDA. He was born on 1937 in Menacer. After independence, he became a member of the National Liberation Front and a member of the Mujahideen organization, as well as the Sons of Martyrs organization. He passed away in Ben Aouda at the age of 66 on Tuesday 23rd December 2003.

This hotel accommodation is designed to provide the comfortable and relaxing environment, with 80 well-appointed rooms and suites features the most modern amenities with views on two sides; one overlooking the Mediterranean and the other the mountains. Also, two restaurants serving Mediterranean and international cuisine "La Perla", a cafeteria, a lounge, and an entire floor dedicated to events hosting and weddings, Spa and fitness center, an outdoor swimming pool heated during the winter months.

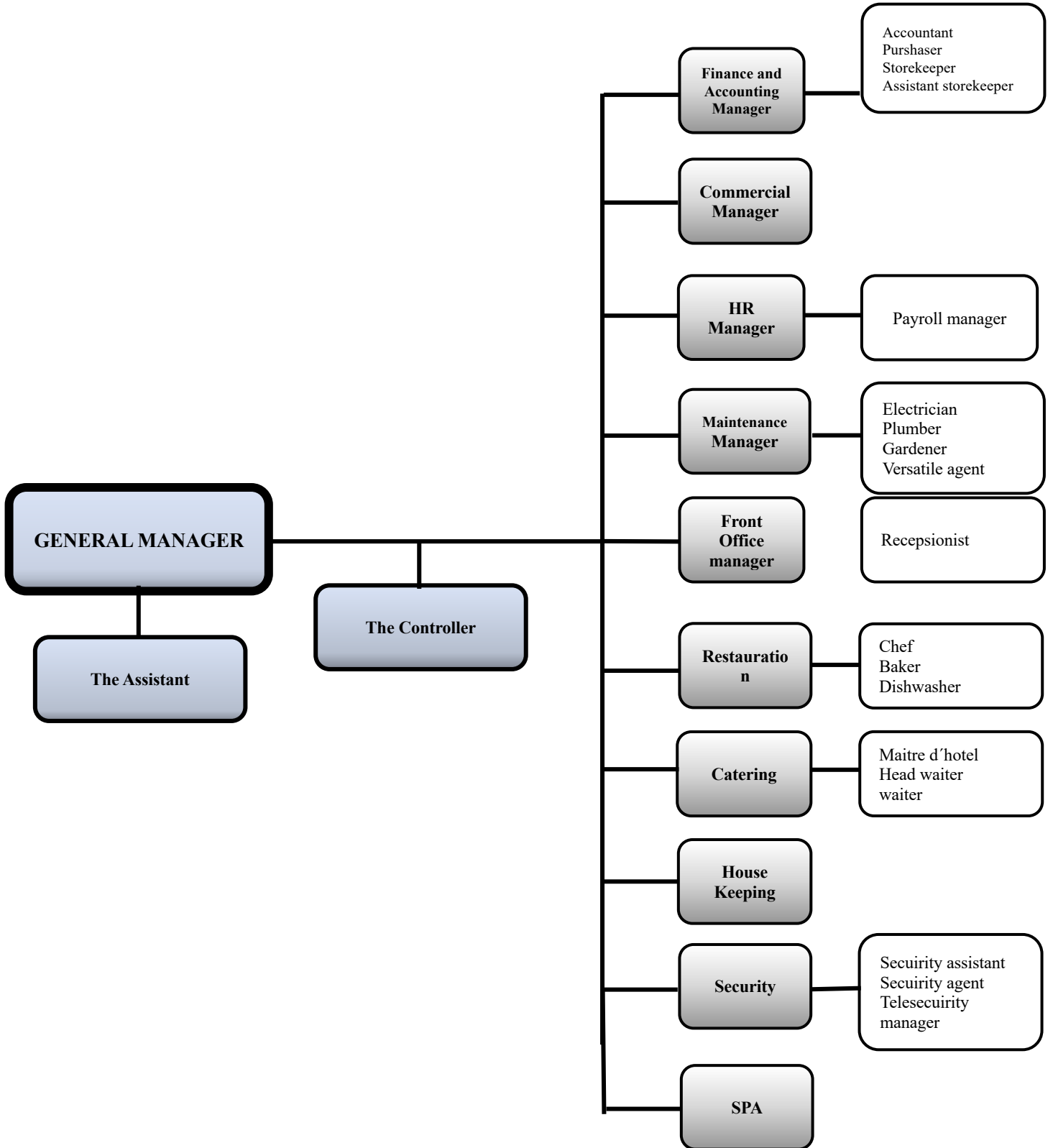
1.2.The hotel logo.

The hotel's logo is inspired by its architecture and facade. It also indicates the number of stars the hotel has. And that Ben Aouda has a hotel and a SPA.

1.3. The Hotel organizational chart.

The Hotel Ben Aouda & Spa, like all establishments, has an organizational department that operates within the organizational chart. This chart delineates the tasks and responsibilities of each department to ensure the strategic plan is implemented and to provide guests with quality service promptly.

Figure 5 - The hotel organizational chart.



- The source, by the hotel administration.

Each of these services has a specific task and variety of those department ensure the quality of the hotel services, at this point we will see every one's role and mission:

1.3.1 Chief Executive Officer. The general direction or the CEO represents the hat of the general management and the strategic management of the hotel. The general manager has the heaviest responsibility of the whole hotel, charged with the global management, the implementation of strategies and supervision of operations. Also, he is the one who's responsible of the decision taking and fixing the enterprise objectives.

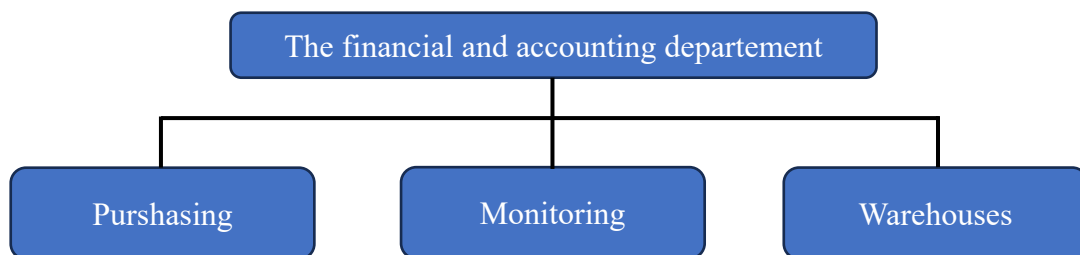
1.3.2 The CEO assistant. The assistant is charged by the coordination and the interne communication, planning, organizing, and as well as the schedule of business meetings. The CEO assistant provides administrative and organisational support to the Director General.

1.3.3 The controller. The controller is charged by analysing every decision, financially and strategically, he can influence the CEO's decision for the benefit of the hotel.

This triangle; the CEO, his assistant, and the controller, plays the pivotal roles in strategic decision-making, financial oversight, and operational management.

1.3.4 The financial and accounting department. it is responsible for everything related to accounting and finance, as the financial operations, and the hotel's relationships with banks, budgets, and overall, the hotel accounting. He is also in charge of procuring the hotel's needs in terms of consumption and services.

Figure 6 - The financial and accounting department chart.



- The source, by the hotel administration

The hotel has six warehouses, each accounting for 40% of the total inventory. The department supervisors are entitled to make purchasing requests twice a week.

The storekeeper tasks:

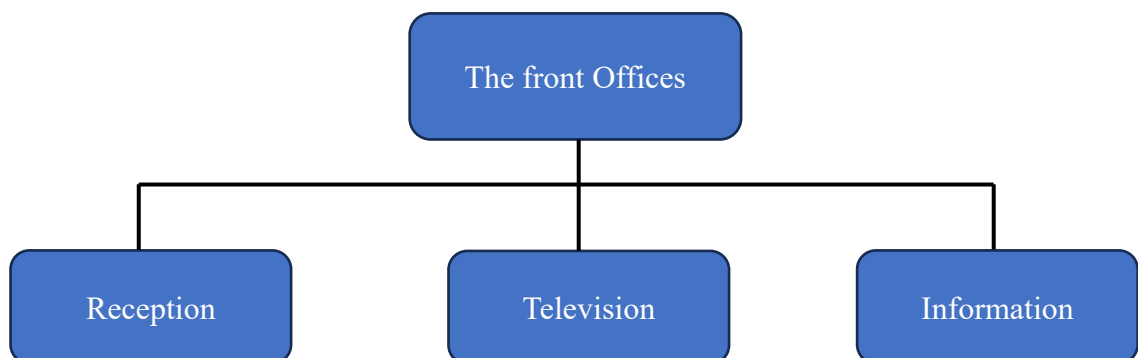
- Performing receiving operations, verifying quantities and prices, and ensuring order accuracy.
- Ensuring suitable storage locations are allocated.
- Recording all incoming and outgoing goods with dates.
- Generating regular reports on the status of goods.

1.3.5 The commercial department. This department is tasked with the perception of the product or service, meaning the commercial manager's objective is to reach clients by identifying ways to present the offers or products to them. This is achieved through marketing, commercialization, and external communication. His role becomes even more important during the low season.

1.3.6 The HR department. Is the one who's responsible of providing a qualified workforce in the hospitality and tourism industry. Also, it is charged by the staff needs in purpose to elevate their performance and quality. While the HR manager plays an intermediary role between employees-employer. We will developpe this department in the next title.

1.3.7 The reception department. It represents the front image and the point of touch between the hotel and the clients and guests. Its chart represented this way:

Figure 7 - The front Offices chart.



- The source, by the hotel administration

The reception role does not stop on the reservations, check-in and out the guests, it represents the first contact with the guest, also confirms the quality compliance, reflects the

hotel services image. The reception department is the head of the commercial department, showcasing the department's credibility through its presentation.

Its components:

- Reservations.
- Usage.
- Reception.
- Service team, and the baggage handling.
- Telephone answering and messages.
- Front office cashiers (cash handling and guest accounts).
- Seizure and settlement accounts.

The receptionist tasks:

The reception desk at the Ben Aouda Hotel operates 24/7 with staff rotating in three shifts: from 8:00 AM to 4:00 PM, from 4:00 PM to midnight, and from midnight to 8:00 AM. Their responsibilities include

- Overseeing guest services at the reception desk.
- Welcoming guests in a fast and elegant manner.
- Preparing for guest arrivals.
- Handling check-in and check-out procedures

1.3.8 The kitchen department. This department is charged by the preparation of guest's meals, and satisfy their nutritional needs in terms of consumption.

The dishes and cuisines offered include traditional and international dishes, seafood specialties, and modern options. There are also a variety of cold and hot beverages, as well as different types of juices. For desserts, a selection of sweet treats is available.

The executive chef's tasks:

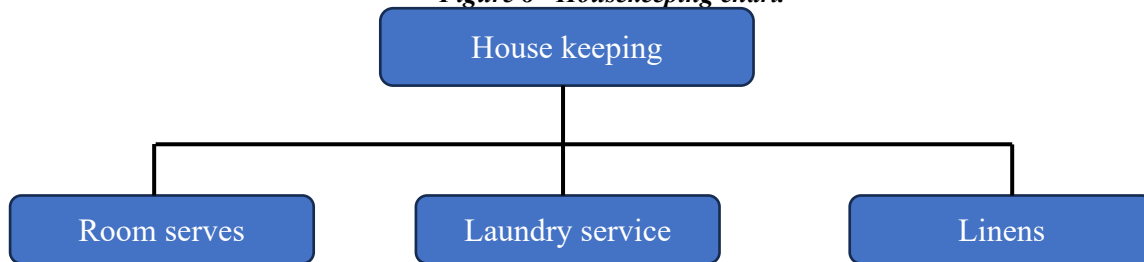
- Procuring, transporting, and storing the necessary primary food ingredients for cooking.
- Preparing and cooking meals for guests with the highest quality standards.
- Ensuring the organization and cleanliness of the kitchen and identifying any missing supplies on a regular basis.

1.3.9 The restauration department. This department ensure the service quality, it offers the guests meals, whether in an on-site restauration or via room service. They

supervise the restauration operations, elaborate the menus, the prices and quality standers.

1.3.10 The housekeeping department. This one is charged by maintenance, cleaning and hygiene of the hotel rooms, public spaces, its role is providing a comfort and welcoming environment to residents, and also guests clothes.

Figure 8 - Housekeeping chart.



- The source, by the hotel administration

The rooms types:

- **Single room**, begins with 12200 DA. It includes
 - Single bed
 - Complimentary breakfast.
 - Room service
 - Small refrigerator
 - Free parking.
 - Air conditioning.
 - Mountain or sea view.
 - Satellite TV.
 - Hairdryer and shower.
 - Cafe, tea, coffee, sugar, as well as shower gel, shampoo, and soap.
- **Twin room**, begins with 18500 DA. It includes the same stuff with another type of bed.
- **Queen room**, begins with 16200 DA. IT Includes the same thing with another bed, and price.
- **Suit appartement**, begins with 47500 DA. It has a different price, with setting area, small kitchen, dining area, and double shower.

The laundry components:

It consists of laundry equipment; has ironing board, dryer, and washing machine, laundry products which uses strong products like Clax Elegend and OXG and Cronc, linens, and bedding.

The laundry and ironing staff tasks:

- Supervising the operation of the laundry and ironing section.
- Responsible for cleaning, drying, and ironing all hotel linens, towels, clothing, and staff uniforms.
- Responsible for washing and ironing guest clothes.
- Overseeing the delivery of sheets, towels, blankets, and bedding to the housekeeping staff.
- Ensuring the guest laundry and ironing list is properly filled out.
- Responsible for maintaining the safety and security of equipment and cleaning products.

Room services tasks:

- Welcoming guests.
- Providing them with a comprehensive overview.
- Escorting them to their rooms.
- Supervising maintenance operations to ensure efficiency.
- Ensuring room service is available 24/7.
- Handling guest complaints and concerns.
- Inspecting rooms after cleaning, ensuring they are locked.
- Handling lost property of guests.
- Providing updates to front desks about room status.
- Identifying deficiencies and filling out purchase request forms.

With mobile application serves as a reference for the room supervisor, displaying different colours indicating the room status:

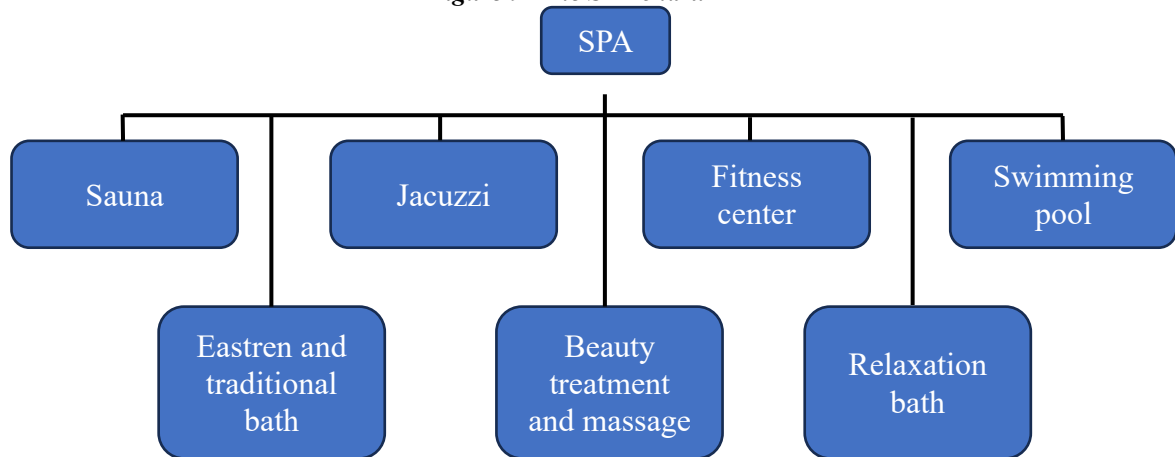
- *Yellow*: Indicates guests leaving the room.
- *Brown*: Indicates that the customer is still staying in the room (Room occupied).
- *Grey*: Indicates the time of the guest's departure.

1.3.11 Technical department. This one is responsible about the maintenance of everything that concerns the hotel including equipment.

1.3.12 Security department. This department plays a crucial role in providing security to guests, clients, and hotel staff. It oversees all the ins and outs of the hotel. One of its most significant responsibilities is to ensure a safe environment for the residents.

1.3.13 The SPA department. As the following chart.

Figure 9- The SPA chart.



- The source, by the hotel administration

1.4 The hotel objectives.

The hotel offers a wide range of amenities and comfort facilities during your stay, including a family atmosphere, breakfast, single, double, and triple rooms, private bathroom, internet access, flat-screen TV, free parking, and also features a variety of green spaces for dining and drinks, notably La Perla restaurant, a panoramic restaurant on the seventh floor with mountain and sea balconies. The hotel's motto "Hotel Ben Aouda invites you to end a day of luxury at the spa resort" allows guests to experience pleasure and comfort through the use of baths, sauna, jacuzzi, or the finest massage rooms, and fitness centre. The hotel offers economical accommodation deals that ensure the best quality and service ratio. Finally, Salah Eddine Bouguemari, advisor to Hotel Ben Ouda, affirmed that Tipaza Province is rich in natural resources, allowing it to be a leader in Algerian tourism, stating that the opening of the hotel will boost tourism in the area.

2 The Human resources department.

2.3 The HR department presentation.

This department is managed by the HR manager only. It plays an indispensable role in managing the workforce strategy in hotel, by searching for skilled workforce in the tourism sector. recruiting and selection employees, ensuring that the hotel has a steady supply of talent to meet the high demand in this industry. Also, supervising the employee's development and training to keep providing high-quality services to guests, and managing their benefits and incentives to attract and retain their skills (Girish Prayag and Sameer Hosany, 2013).

The human resources management in the hospitality industry stands on 4 keys:

- The staff attitude improvement.
- Better teamwork
- Enhancing productivity.
- Better services delivery.

All of that to ensure the HR are high qualified, save, and offering high-quality services.

2.4 The HR missions and objectives.

The HR department has necessary missions to ensure the right path of the hotel strategy. it works on the human resources planification, by detecting the needs and plan staffing for short and long term. Also, it is the responsible on the job analyses and description. It is the responsible of the recruitment, selection, orientation, training, and employee's compensation. It is the head of the workers performance management, and their termination; by managing their process of leaving at final stage.

This department also shed to achieve some objects by saving the HR potential. develop it by improvement and skill development. Also, it drives their performance and compensation. Also, works to decrease the employee's turnover.

In the hospitality sector, the HRM aims to keep offering high-quality service and get the loyalty of its guests by saving its human capital motivated, engaged, qualified and loyal.

Section 02: The research designs.

In this section, we will introduce how we collected the data for the research, the scientific method we used, why we chose it, how we implemented it, and the difficulties encountered.

- **The epistemological nature of the study:** it involves delving into the theory of knowledge, language, truth, justification, belief, and the location of knowledge. It also addresses scepticism, the nature of rationality, and the concept of individualism within conventional economics ([Koemhong Sol, Kimkong Heng, 2022](#)).

Prior to data analysis, the study's theoretical framework and epistemological orientation were carefully established. The questionnaire was designed based on the theoretical framework and literature review. Questions were meticulously selected and formulated to ensure the achievement of analysable data, with a focus on the relationship between variables. Subsequently, data collection was conducted, and appropriate statistical methods will be employed for analysis. The adopted cognitive framework will guide interpretations and conclusions, with the aim of comprehensively identifying the impact of the remuneration system on workforce performance at Hotel Ben Aouda.

1. The research methodology.

To enhance the quality of any scientific research, scientists employ specific methods, tools, and principles that support their work. When conducting research, one must choose between two methodological approaches: quantitative or qualitative. To determine the most suitable method. Also, certain criteria must align with the research context.

To investigate the influence of the remuneration system at Hotel Ben Aouda on workforce performance, we opted for a quantitative approach based on a questionnaire. This method aims to gather the necessary information to support our research.

In this quantitative approach, the researcher enumerates, measures, and quantifies the subject of study. Subsequently, they are expected to analyse the results using appropriate analytical tools.

2. The data collection tools.

Every researcher should specify their chosen method, followed by the tools and instruments used for data collection and analysis. To clarify our selected approach, we opted for the quantitative method. Initially, we relied on documentary research, literature reviews, and

previous scientific studies, which provided us with the indicators to examine. Subsequently, as the quantitative method commonly involves the use of questionnaires, we employed one as well. Below is a detailed explanation of each component:

2.1 The documentary researches.

The documentation is the act of consulting the scientific research, which is done by professionals or researchers, which may be books, articles, reviews, or other sources. This research helps to well understood the study phenomenon and see the linked concepts to the research subject ([William E. Pollard, Alfred C. Cooper, Deborah H. Griffin, 1985](#)).

To support our research, we relied on two types of documentation sources: internal and external. The internal sources included materials available in the school library, both physical and electronic. The external sources comprised the state library, electronic platforms, and scientific online libraries.

2.2 The questionnaire distribution.

The questionnaire serves as the primary tool for collecting the necessary data to analyse a specific phenomenon. It consists of a set of structured written questions addressed to individuals who participated in the study. Each question is designed to capture a particular variable, thereby establishing the scientific path to be followed.

We structured our questionnaire into three main sections. Initially, we included details about the research and the researcher, followed by information about the investigator or the individuals in the study population. In the second part, in which focuses on the research variables, we posed questions related to these variables.

The second section was further divided into two parts, the first into four subsections according to the independent variable indicators: the first employees' satisfaction, then salary distribution, system effectiveness, and the company profitability

And the second part focused on workforce performance. Most of the questions were formulated by us, drawing inspiration from Nur'aeni, Abu Muna Almaududi Ausat, Yudiyanto Joko Purnomo, and Abdul Razak Munir's study in 2022. Their research found that employee performance can be influenced by one of the following three factors: the compensation system, employee's satisfaction ([Nur'aeni, Abu Muna Almaududi Ausat, Yudiyanto Joko Purnomo, Abdul Razak Munir d, Suherlan , 2022](#)), for the first indicator

“Employees satisfaction” for the remuneration employee satisfaction. Ilze Prizevoite and Gunta Grinberga-Zalite shows the limited understanding for remuneration by only monetary incomes and wages by employees, while it has more large meaning (Ilze Prizevoite, 2020), for the second indicator “Salary distribution” for remuneration and salary distribution. For the third indicator “System effectiveness” for the remuneration system effectiveness was inspired by Anastasios D. Diamantidis and Prodromos Chatzoglou study on 2018 which showed the impact of bad using the managerial tools on employee’s performance (Chatzoglou, 2018). Overall, also we have detected the last indicator “Company profitability” as a profitability remuneration tool.

All of the mentioned details are concluded in the following pattern:

Independent variable: Remuneration system

Figure 10 -Remuneration system indicators.

Indicator	Scale measure	Author
Employees satisfaction:	<ul style="list-style-type: none"> - Are satisfied with your salary? - Are you satisfied with your job position? 	
Salary diminution:	<ul style="list-style-type: none"> - Is the salary distribution on your company based on the result of the company? - Is the salary distribution on your company based on the individual performance? - Is the salary distribution on your company based on the collective performance? 	
System effectiveness:	<ul style="list-style-type: none"> - Does your company apply an effective remuneration system? - Do you find this remuneration system fair? - Do you think that the established remuneration system is based on employee performance? 	<p>(In Nur'aeni, 2022) (Ilze Prizevoite, 2020) (Chatzoglou, 2018)</p>
Company profitability:	<ul style="list-style-type: none"> - Is your establishment productive? - Do you think that if your company realises profits every year, you will have a promotion? - Is the increment on the revenue considered as developing criteria of salary augmentation? 	

- Elaborated by us through (In Nur'aeni, 2022), (Ilze Prizevoite, 2020), and (Chatzoglou, 2018) studies.

2.3 The used software.

The SPSS software, which stands for Statistical Package for the Social Sciences by IBM. Used for analyzing the collected data and statistical research. Mostly used in the social researches, business, and academia task, like data entry, data analyzing, and results visualization. It is a valuable tool helps the researchers driving and making decisions. This software offers the ability to handle the large datasets and perform a wide range of statistical analyses.

2.4 The used scale.

Likert scale is a common method in research surveys where respondents indicate their level of agreement on a scale ranging from agree to disagree. Conversely, a pentascale refers to the initial five notes of major or minor scales. Pentascales are versatile for learning triads and are divided into major and minor types based on note intervals

The Likert Pentascale was the choosing scale. Which gives exact choice by rating their opinions, and every choice was presented by number in SPSS software. As following:

Table 1 - Likert Pentascale.

Strongly agree	Agree	Neural	Disagree	Strongly disagree
5	4	3	2	1

- Elaborated by the student based on Likert Pentascale.

3. The study population.

To address our research statement, we opted for a quantitative approach by distributing a questionnaire to 41 employees from executive, specialists and operational from the study population. This sample was selected to encompass all socio-professional categories of hotel Ben Aouda workers and see their benefits from remuneration to develop their performance and career path.

3.1 The sampling.

Sampling in statistical science is the process of selecting of a subset or a statistical sample of individuals from a statistical population. The subset is meant to reflect the whole population. Sampling has lower costs and faster data collection compared to recording data from the entire population.

To ensure a scientific, appropriate, and representative study, we selected 50% individuals from each socio-professional category of the hotel workers. This approach aims to make our research representative of the entire workforce of the hotel. The sample was taken organized non-random, in purpose to touch all the workers categories, and generate a general reliable idea, we specified taking fixed number of employees from each category as it is showing with the following table based on certain criteria for the research:

Table 2 - The sample of the study.

Sampling	
The sample size	41
Manager	06
Specialist	15
Operative	20

- By us (field of the study)

3.2 The statistical inference methods.

- **Alpha reliability coefficient:** Commonly known as Cronbach's alpha, which is used to measure the internal consistency or how closely a set of items are closely related. And it is considered as a measure of scale reliability.
- **Linear regression coefficient:** it represents the impact and the relationship between an independent variable and the dependent variable to decide the judgment of the hypothesis.
- **Pearson correlation coefficient:** it measures the linear relationship between two continuous variables. It ranges from -1 to 1, from perfect negative linear relationship to a perfect positive linear relationship.

- **Determination coefficient R²:** It is a statistical measure that represents the proportion of the variance in the dependent variable that can be predictable from the independent variable, it ranges from zero to one, from “no explanation of the variance in the dependent variable” to “the regression model fits perfectly the data”.

We adopted the significance level of 0.05 as it strikes a balance between Type I and Type II errors and is widely accepted in scientific research.

3.3 The choosing study reliability.

In this part we will see how our questionnaire is reliable, it refers to the extent to which the same results or similar results can be obtained if the research is repeated under similar conditions using the same tool. The reliability of the research tool was measured using Cronbach's Alpha coefficient:

- If Alpha is less than 60%, it is considered weak.
- If Alpha is between 60% and 70%, it is considered acceptable.
- If Alpha is between 70% and 80%, it is considered good.
- If Alpha is greater than 80%, it is considered excellent.

While our results were like:

Table 3 - The reliability of the study questionnaire.

The variable	The remuneration	The workforce performance	The whole questionnaire	The analyse level
Reliability coefficient (α Cronbach)	0,679	0,508	0,730	Good

- Elaborated by the student based on IBM SPSS.

After elaborating on the calculations shown in the table, where the Cronbach's alpha equals 0.730, representing the reliability of both the study tool and the questionnaire, it is evident that the results are accurate and can assist in obtaining true outcomes. To elaborated the research, we have chosen 0,05 level to define the study's error probability.

Table 4 - Correlation matrix between the study variables.

	Dependent variable	Influencing factors on the dependent variable			
		1 st indicator	1 st indicator	1 st indicator	1 st indicator
1 st indicator	0.266	1	-0.046	0.691**	0.266
2 nd indicator	0.386*	-0.046	1	0.129	0.387*
3 rd indicator	0.175	0.691**	0.129	1	0.665**
4 th indicator	0.214	0.252	0.387*	0.665**	1

* The correlation is significant at the 0.05 level (two-tailed).

** The correlation is significant at the 0.01 level (two-tailed).

- Elaborated by the student according to IBM SPSS 25.

The last table indicates different correlation between each of the independent indicators on the dependent variable. When the second variable impacts positively according to IBM SPSS the dependent variable.

CHAPTER THREE: RESULTS & DISCUSSION

In this chapter, we will work and present the collected data from the research field. Additionally, we will address, in the first part, the statistical criteria of our population. Then, we will analyse the influence of each indicator of the independent variable. Finally, we will examine the impact of each one on our dependent variable to determine the direction our study takes and to introduce which hypothesis we set is correct.

Section 01: Results presentation and analysis.

1. Results display:

1.1 Characteristic results:

At this part of questionnaire, we tried to identify each respondent through:

1.1.1 Gender:

At first, we filtered our research population by sex, as it is shown by the table:

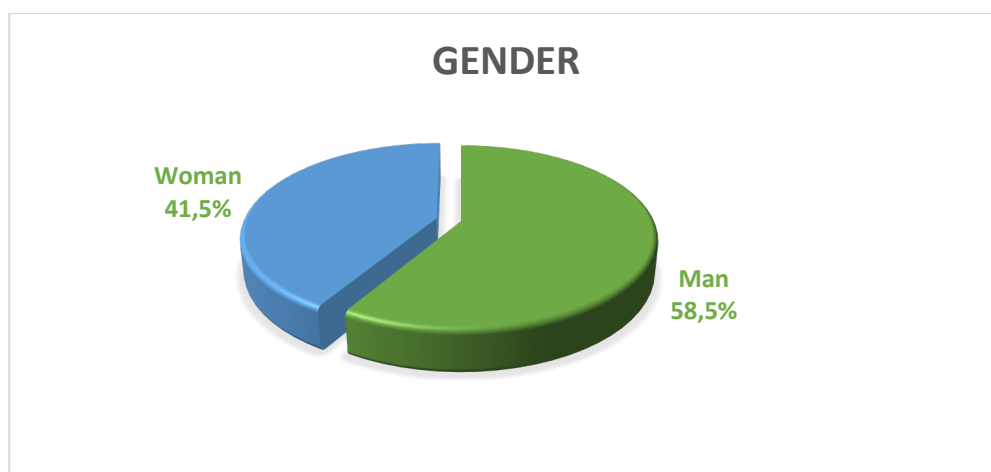
Table 5 -Workforce gender.

		Gender			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Man	24	58.5	58.5	58.5
	Woman	17	41.5	41.5	100.0
	Total	41	100	100.0	

- By IBM SPSS 25.

And also, represented by the next chart:

Figure 11 - Workforce pie chart.



- Elaborated by the student according to IBM SPSS 25.

The table N05 and the pie chart in the figure N11 shows the demographic distribution of the respondents. We can see that from 41 responded employee, 24 were man and 17 were woman, in which 58,5% represents man and 41,5% woman.

This result was calculated with IBM SPSS 25, indicating a predominantly male aspect within our population. This observation may represent that the hotel’s employer branding tends to attract more man than woman, or it could also reflect the nature and the culture of the work environment by the prevalence of man over woman. Additionally, this could be signifying various other factors as recruitment strategies and societal norms.

1.1.2 Age:

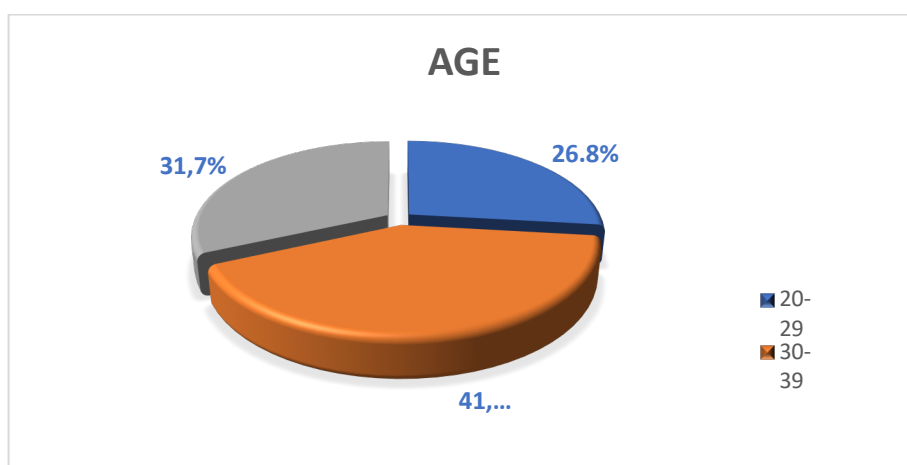
Then, we took a look for the age aspect. Which is presented by the table and chart on:

Table 6 - Workforce age aspect.

		Age			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	20-29	11	26.8	26.8	26.8
	30-39	17	41.5	41.5	68.3
	40-49	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 12– Workforce age Pie chart.



- Elaborated by the student according to IBM SPSS 25.

After the table N06 and the figure N12 under the title workforce distribution by age. We have despite our initial intention to categorize employees into four groups but we discovered only three groups. Individuals aged from 20 to 29 years, from 30 to 39 years and from 40 to 49 years old. This groups accounted for 26,8%, 41,5% and 31,7% of the workforce respectively. As per the analysis conducted by IBM SPSS 25.

This data shows the predominant youthfulness of the hotel’s workforce. With a significant percentage within the age range of 20 to 39 years. This demographic trend suggests that may the hotel’s strategy focuses on recruiting and retaining younger employees. as the youthful and dynamic personnel, as it is often associated with qualities like energy, innovation and adaptability, particularly in the hospitality industry. Moreover, this strategy alignment with industry standards not only contributes to maintaining a positive brand image by also enhances the overall guest experience. As youthful employees are often perceived as more enthusiastic and customer-focused.

1.1.3 Experience:

We have also treated their lifework experience. In which we found those results:

Table 7 – Workforce experience.

		Experience			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Yes	28	68.7	68.3	68.3
	No	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 13– Workforce experience.



- Elaborated by the student according to IBM SPSS 25.

The findings presented in the table N07 and Figure N13. Represents the workers lifework experience. According to the analysis conducted using IBM SPSS 25, out of the 41 respondents, 28 individuals had prior work experience, while the 13 individuals remaining were new to employment, signifying their first job, and new work environment.

The data show the diverse mix aspect of experienced and novice employees within hotel workforce. This can indicate the commitment of the hotel to provide opportunities for new individuals entering workforce by being in touch with experienced workers, or possibly through training programs or entry-level positions.

Overall, this blend contributes to a dynamic and multifaceted workforce, capable of meeting the diverse needs of guests and adapting to the demands of the hospitality industry.

1.1.4 Educational level:

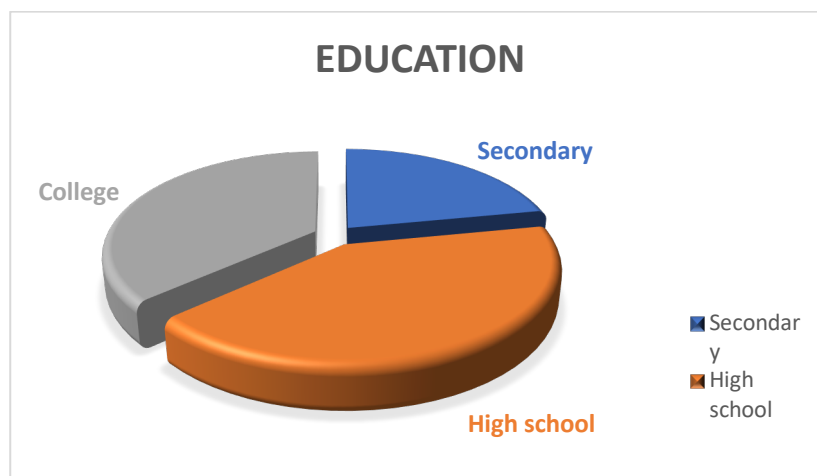
We treated their educational level as well.

Table 8 – Workforce educational level.

		Education			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Secondary	9	22.0	22.0	22.0
	High school	17	41.5	41.5	63.4
	College	15	36.6	36.6	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 14– Workforce educational level.



- Elaborated by the student according to IBM SPSS 25.

The table N08 and figure N14 presents the workforce educational levels within the workforce. According to the analysis conducted using IBM SPSS 25, three primary educational levels were identified; Secondary, high school, and college.

This data offers valuable insights into the educational background of the hotel’s employees, showcasing deferent stages of qualified and skilled individuals. It underscores the hotel’s commitment to hiring individuals with varying level of educational attainment. Thereby fostering a well-rounded and capable team.

Furthermore, this educational mix suggests that the hotel values a diverse of academic backgrounds, recognizing the importance of both practical skills and formal education in delivering exceptional hospitality services and meeting guest expectations.

Overall, the inclusion of employees with diverse educational levels enriches the hotel’s workforce, promoting innovation, collaboration and continuous learning within the organizational environment.

1.1.5 Socio-professional category:

We have devised the sample according to their hierarchy to find:

Table 9 – Workforce category.

		Category			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Executive	6	14.6	14.6	14.6
	Specialist	15	36.6	36.6	51.2
	Operational	20	48.8	48.8	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 15– Workforce category histogram



- Elaborated by the student according to IBM SPSS 25.

The finding presented in the table N09 and the figure N15 of the workforce socio-professional categories. From the collected 41 responses, the distribution across the categories is as follows; 6 executives, 15 specialists and 20 operational staff members, as our study aimed to do.

This data underlines the o the diverse roles and responsibilities within the hotel’s employees, showing the different socio-professional categories. The presence of executive, specialist and operational staff members shows a significant hierarchical structure within the hotel organization. Where each category plays unique role, expertise and skills to the overall functioning of the hotel.

Furthermore, this distribution reflects the hotel’s strategic approach to staffing, ensuring a balanced mix of leadership, specialized knowledge, and operational support to meet the diverse needs of guests and maintain operational excellence.

1.1.6 Salary category:

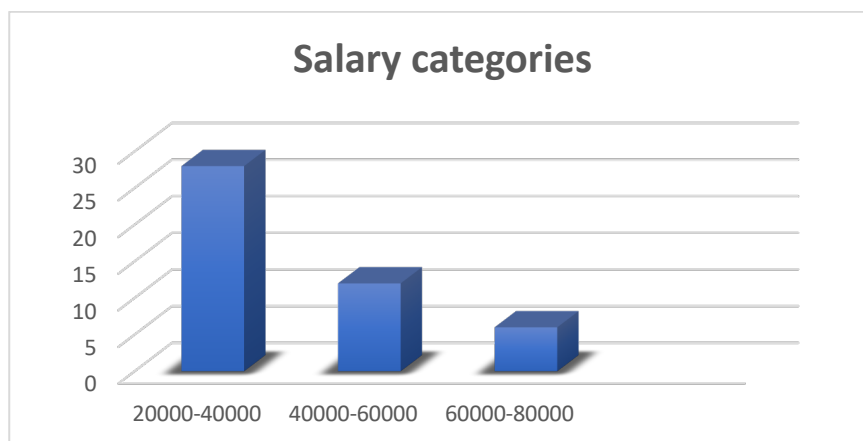
According to their salary, following table and figure shows:

Table 10 – Salary distribution.

		Salary			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	20000-40000	23	51.1	56.1	56.1
	40000-60000	12	29.3	29.3	85.4
	60000-80000	6	14.6	14.6	100.0
Total		41	100.0	100.0	

- By IBM SPSS 25.

Figure 16– Salary categories.



- Elaborated by the student according to IBM SPSS 25

The data presented in the table N10 and the figure N16 of the salary distribution within hotel Ben Aouda. We have split our sample into three categories; first between 20000DA-40000DA, second between 40000DA-60000DA, and the last in between 60000DA-80000DA. After the treatment of IBM SPSS 25 we detected 51,1%, 29,3% and 14,6% respectively for each category. This segmentation allows nuanced understanding of how salaries are distributed across the hotel workforce.

The results revealed a significant insight. Specially 51,1% of the sample fell within 20000DA-40000DA salary range. Indicates that a substantial portion of individuals in the hotel earn this bracket. Furthermore, 29,3% of the sample earn between 40000DA-60000DA indicates a moderate proportion of employees in the mid-range income bracket. Lastly, 14,6% of individuals gain salaries ranging from 60000DA-80000DA, suggesting a smaller but still notable of hotel’s employees earning high incomes.

These results provide valuable information about the salary distribution within the hotel. This helps to understand its importance for hotel’s policy, employers and the employees themselves.

1.1.7 Work promotion:

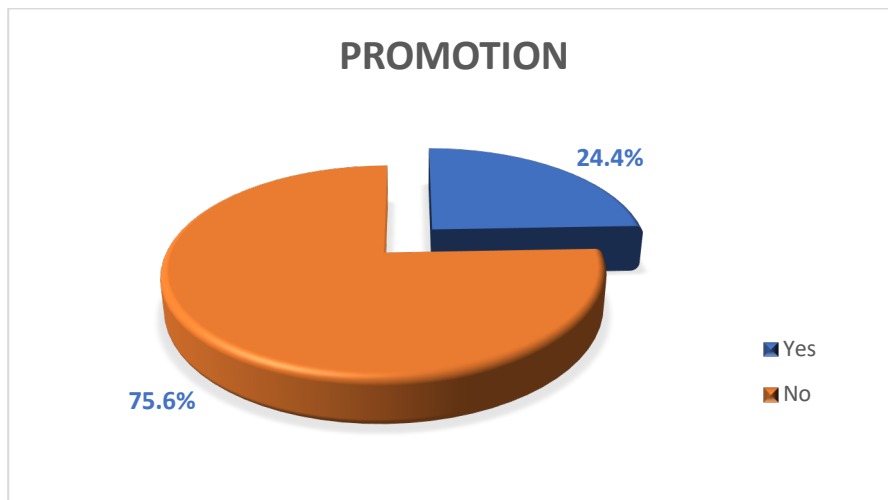
The elaborated table by IBM SPSS 25, and chart shows:

Table 11 – The staff work promotion history.

		Promotion			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Yes	10	24.4	24.4	24.4
	No	31	75,6	75.6	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 17– The staff work promotion history.



- Elaborated by the student according to IBM SPSS 25.

The finding results by the table N11 and the Figure N17 of the staff work promotion. When 10 of 41 has responded with “YES” and 31 with “NO” in which IBM SPSS 25 detected 24,4% for positive answers and 75,6% for negative ones.

These statistics provide a clear snapshot of the attitude among the workforce regarding the promotion opportunities with the hotel. Which underlines the importance of early career development initiative and addressing employees’ aspirations to foster a motivated workforce.

1.1.8 Career bonuses:

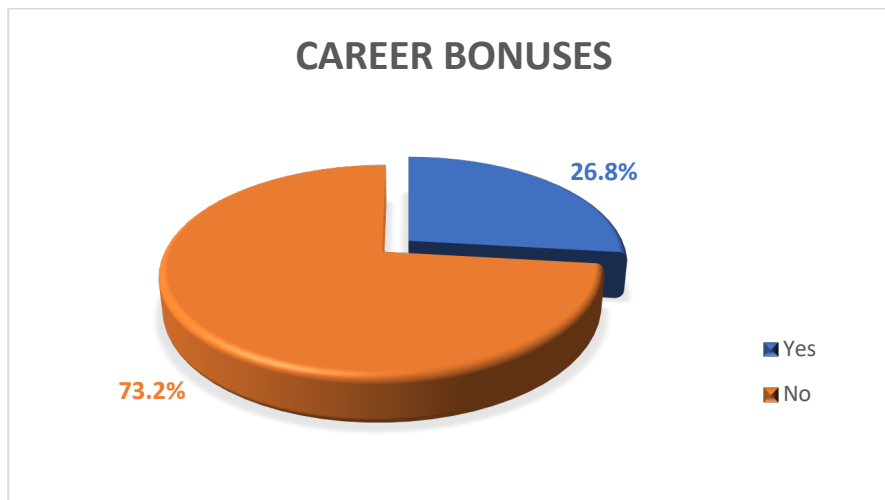
After the data treatment, we found:

Table 12 – Career bonuses.

		Bonus			
		Frequency	Percentage	Percentage validity	Percentage cumulative
Validity	Yes	11	26.8	26.8	26.8
	No	30	73.2	73.2	100.0
	Total	41	100.0	100.0	

- By IBM SPSS 25.

Figure 18 – Career bonuses.



- Elaborated by the student according to IBM SPSS 25.

The finding results after the treatment of IBM SPSS 25 of career bonuses by the table N12 and the figure N18. Out of 41 respondents of our sample; 11 individuals have a positive answer, and 30 has negative ones, in which represented by 26,8% and 73,2% of the sample.

These results help better understanding for these dynamic to tailor incentive programs effectively, fostering employee satisfaction and motivation, and enhance the perceived value of career bonuses in purpose to contribute more in employee's engagement and productivity within the hotel.

1.2 First variable results: The remuneration system.

At this part, we detected some questions in categories by the independent variable indicators, in which we will treat each one with IBM SPSS 25.

To ensure the quality of our study we have to start with calculating the MEAN. But to do we need at first to calculate the range:

$$\text{Range} = 5 - 1 = 4$$

In which we have five scales, so we take the lowest value subtracting the highest value, and then we detect the classes width; by devising the range on the scale's numbers:

$$\text{Class width} = 4 / 5 = 0.80$$

At this point we can inference this table rate:

Table 13 - Mean values in Likert pentascale.

Mean	Level
(1;1.80(Very weak
(1.81;2.60(weak
(2.61;3.40(Average
(3.41;4.20(Strong
(4.20;5)	Very Strong

- Elaborated by the student.

1.2.1 First indicator: Employees satisfaction.

Through IBM SPSS 25 analysis we found the following table that shows results of the employee satisfaction level at Ben Aouda hotel at Shenoua-Tipaza:

Table 14 - Mean and standard deviations of hotel employee's responses to the first indicator statements

1 st indicator statements	The scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Result
Q ₀₉	Frequency	3	11	13	14	0	2.92	0.95	Average
	percentage	7.3	26.8	31.7	34.1	0			
Q ₁₀	Frequency	0	2	8	27	4	3.80	0.67	Strong
	percentage	0	4.9	19.5	65.9	9.8			
1st indicator results (Employees satisfaction)							3.36	0.68	Average

- By the student according to IBM SPSS 25.

Generally, we notice the hotel's sample responses regarding employee satisfaction vary between strongly disagree and strongly agree. The highest mean observed with Q₁₀ – work position satisfaction, with a mean score of 3,80. And highest selected option is AGREE, accounting for 65,9% of responses, likely due to the structured hotel hierarchy. On the other indicator, Q₀₉ – salary satisfaction, with mean is 2,92 and 34,1% of responses indicating AGREE, 31,7% indicating Neutral, and 26,8% indicating Disagree. This discrepancy may be attributed to the significant disparity in wages categories.

Despite the variation in responses, the focus remains largely on the employee satisfaction indicator. This is reflected by the low total standard deviation factor then 01 with 0,68, indicating minimal deviation from the average approval mean, which is estimated to be 3,36.

1.2.2 Second indicator: Salary distribution.

Through IBM SPSS 25 we reached the following table of the second indicator – salary distribution -:

Table 15 - Mean and standard deviations of hotel employee's responses to the second indicator statements

2 nd indicator statements	The scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Result
Q ₁₁	Frequency	2	19	14	4	2	2.63	0.91	Average
	percentage	4.9	46.3	34.1	9.8	4.9			
Q ₁₂	Frequency	5	10	19	3	4	2.78	1.08	Average
	percentage	12.2	24.4	46.3	7.3	9.8			
Q ₁₃	Frequency	2	10	10	13	16	3.26	1.14	Average
	percentage	4.9	24.4	24.4	31.7	14.6			
2nd indicator results (Salary distribution)							2.89	0.71	Average

- Elaborated by the student according to IBM SPSS 25.

We notice most of responses to the second indicator statement – salary distribution – vary between strongly disagree to strongly agree. The highest mean observed was 3,26 to Q₁₃ – salary distribution based on the collective performance, with Agree most selected option with 31,7%, which reflects the organizational interest to the teamwork and improving family climate and interpersonal relations. The second seen mean 2,78 to Q₁₂ – salary distribution based on individual performance, with Neutral most selected option with 46,3%, then disagree with 24,4% and Strongly-disagree with 12,2%. That reflects the system of distribution that does not interest by the individual performance. Then the last mean was of the Q₁₁ – salary distribution based on company results, with 2,63 and most selected option Disagree with 46,3% which shows that the company's financial position doesn't impact the employee's incomes.

In this range of responses, the focus of this analysis is on the salary distribution within Hotel Ben Aouda Shenoua. With a low standard deviation of 0.71 and a mean of 2.89, which falls within our scale denoting an average level, the distribution appears satisfactory.

1.2.3 Third indicator: System effectiveness.

According to IBM SPSS 25 we analysed the collected data of the 3rd indicator – System effectiveness – and represent the results through the following table:

Table 16 - Mean and standard deviations of hotel employee's responses to the third indicator statements

3 rd indicator statements	The scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Result
Q ₁₄	Frequency	3	22	11	4	1	2.46	0.86	Weak
	percentage	4.9	53.7	26.8	9.8	2.4			
Q ₁₅	Frequency	0	14	21	4	2	2.85	0.79	Average
	percentage	0	34.1	51.2	9.8	4.9			
Q ₁₆	Frequency	0	10	14	15	2	3.21	0.88	Average
	percentage	0	24.4	34.1	36.6	4.9			
3rd indicator results (System effectiveness)							2.84	0.62	Average

- Elaborated by the student according to IBM SPSS 25.

After the organisation of the IBM SPSS outputs according to the third indicator – system effectiveness -, we notice the vary between strongly disagree to strongly agree. When the highest present mean with 3,21 of Q₁₆ – System based on employee performance, with most chosen option; Agree with 36,6%, Neutral 34,1% and Disagree 24,4%, which indicates that the hotel build it remuneration policy basing on the workforce performance. At the second place, Q₁₅ – System fairness, with mean of 2,85 and most selected option; 51,2% for Neutral choice, and 34,1 for Disagree choices, and that what can show that the hotel's system is considered as non-fair system by the staff members. And the last mean presented with 2,46 for the Q₁₄ – System effectiveness, when Disagree was the most chosen option with 53,7% and that can reflect the law-quality system adopted by the hotel organization, because more than half of employees has a negative opinion.

In the other side, the range of responses and the focus of analysing the remuneration system effectiveness, the law slandered deviation presented with 0,62, and mean of 2,84, that shows an average level, The distribution seems adequate.

1.2.4 Third indicator: Company profitability.

After data entry and analysis through IBM SPSS 25 of the fourth independent variable, we concluded:

Table 17 - Mean and standard deviations of hotel employee's responses to the fourth indicator statements

4 th indicator statements	The scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Result
Q ₁₇	Frequency	0	5	6	29	1	3.63	0.73	Average
	percentage	0	12.2	14.6	70.7	2.4			
Q ₁₈	Frequency	2	2	16	19	1	3.31	0.90	Average
	percentage	7.3	4.9	39.0	46.3	2.4			
Q ₁₉	Frequency	1	2	17	18	3	3.48	0.81	Strong
	percentage	2.4	4.9	41.5	43.9	7.3			
4th indicator results (Company profitability)							3.08	0.64	Average

- Elaborated by the student according to IBM SPSS 25.

After the data treatment of the fourth indicator – Company profitability – by IBM SPSS 25, and the concluded result table, in which vary responses between strongly disagree to strongly agree. At first place we notice the highest mean of 3,63 to Q₁₇ – Hotel productivity, with most chosen answer with 70,7% goes to AGREE, which confirms that hotel Ben Aouda is considered as a productive hotel with almost year and half of activity. And the second highest mean is 3,48 to Q₁₉ – revenue increment impacts positively wages, with Agree most chosen choice with 43,9%, and Neutral with 41,5%, which shows the adopted approach of profits share by the hotel. And for the last mean of 3,31 of Q₁₈ – company profitability impacts employees' revenue, with 46,3% of Agree answers, and 39,0% of Neutral answers, which confirms the adopted approach by the hotel, and that in purpose to build solid relationship of confidence between staff member and the hotel administration.

At the focus on the 4th indicator – Company profitability, and the vary of responses, its low standard deviation factor with 0,64, and mean of 3,08 indicates an average, which shows that the hotel's work space is built as family by sharing incomes within the hotel.

Section N02: Hypotheses test and study model.

1. The primary hypothesis test:

At this part, we will test the study hypothesis, in purpose to confirm or refuse each of them.

1.1 Hypothesis test:

In this part, we will work on the main and subsidiary hypothesis validity.

1.1.1 Employee satisfaction:

The hypothesis states that there is a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance, where:

Table 18 – One-way Anova 1st indicator analysis.

	R²	F	Sig
Employee satisfaction	0,071	2,964	0,093 ^b

- Elaborated by the student according to IBM SPSS 25.

H0.1: There is not a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

H1.1: There is a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

⇒ In the last table N18 of one-way Anova 1st indicator analysis, we found F equals to 2,964, which has a significance of positive linear relationship, in which Employee satisfaction impacts the workforce performance with 0,71% that the R² value indicates. With no significant Sig of 0,093 which is above than 0,05. At this case, the null hypothesis is refused, and we are accepting the alternative hypothesis, which says that there is a statistically significant effect of the “employee satisfaction” on workforce performance.

In this case, 0,71% only from the percentage of influence in the dependent variable refer to the variable of “employee satisfaction”. And this confirms the weak relation.

1.1.2 Salary distribution:

The hypothesis states that there is a statistically significant effect of the “Salary distribution” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance, where:

Table 19 – One-way Anova 2nd indicator analysis.

	R²	F	Sig
Salary distribution	0,149	6,833	0,013 ^b

- Elaborated by the student according to IBM SPSS 25.

H0.2: There is not a statistically significant effect of the “Salary distribution” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

H1.2: There is a statistically significant effect of the “Salary distribution” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

⇒ In the table N19 – One-way Anova 2nd indicator analysis. The F value is 6,833 which significate a positive relationship. And the R² value indicates 14,9%, which means the workforce performance is impacted by salary distribution with 14,9%, which a noticeable value. The correlation sig is 0,013 at 0,05 level has a significant a statistical meaning. In this this case also, the null hypothesis is refused and the alternative one is accepted, which says that there is a statistically significant effect of the “Salary distribution” indicator on workforce performance.

In this case, with 14,9% of independent variable percentage – salary distribution - impacting the dependent variable – workforce performance – according to R² value and sig with 0,013 is a weak relation.

1.1.3 System effectiveness:

The hypothesis states that there is a statistically significant effect of the “system effectiveness” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance, where:

Table 20 – One-way Anova 3rd indicator analysis.

	R²	F	Sig
System effectiveness	0,031	1,231	0,274 ^b

- Elaborated by the student according to IBM SPSS 25.

H0.3: There is not a statistically significant effect of the “System effectiveness” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

H1.3: There is a statistically significant effect of the “System effectiveness” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

⇒ According to the table N20 - One-way Anova 3rd indicator analysis. The F value detected was 1,321 suggests that there is little to no significance in the model's overall fit. $R^2 = 0,031$ indicates 3,1% of data variability are explained by the 3rd indicator – system effectiveness. And with the sig value which is $0,274 > 0,050$ implies the non-significance of the model.

The R^2 value validate the null hypothesis. When 3,1% represents a weak or non-existence impact between the dependent variable and 3rd indicator – system effectiveness.

1.1.4 Company profitability:

The hypothesis states that there is a statistically significant effect of the “system effectiveness” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance, where:

Table 21 – One-way Anova 4th indicator analysis.

	R²	F	Sig
Company profitability	0,046	1,863	0,180 ^b

- Elaborated by the student according to IBM SPSS 25.

H0.3: There is not a statistically significant effect of the “company profitability” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

H1.3: There is a statistically significant effect of the “company profitability” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

⇒ In the last table N21 – One-way Anova 4th indicator analysis. As it was shown, F value indicates only 1,863 which represents a positive relation, but which is likely weak with 4,6% of independent variables impacting dependent variable, which is done by R^2 value.

At the last point the non-significant Sig, which is more than 0,05 with value of 0,180, that indicates no relationship between the treated variable.

Those values show the low impact of company profitability. It distributes with 4,6% on the dependent variable which is significantly low. And according to the Sig value the null hypothesis is accepted. And there is not a statistically significant effect of the “company profitability” on workforce performance.

According to IBM SPSS 25 outputs we made this table, where we have studied the impact of different independent variable indicators on the dependent variable and the correlation test using IBM SPSS 25, and we found:

Table 22 - Correlation matrix between the study variables.

	Workforce performance	Influencing factors on the performance			
		Employees satisfaction	Salary distribution	System effectiveness	Company profitability
Employee satisfaction	0.266	1	-0.046	0.691**	0.266
Salary distribution	0.386*	-0.046	1	0.129	0.387*
System effectiveness	0.175	0.691**	0.129	1	0.665**
Company profitability	0.214	0.252	0.387*	0.665**	1

* The correlation is significant at the 0.05 level (two-tailed).

** The correlation is significant at the 0.01 level (two-tailed).

- Elaborated by the student according to IBM SPSS 25.

The last table N22 - Correlation matrix between the study variables. The marked value by IBM SPSS 25 through the correlation test of the diver variables was 0,386 which is significant at the 0,05 level suggests a moderate positive correlation between salary distribution indicator and the workforce performance. That reflects a tendency for the workforce performance to in the same direction as the salary distribution.

1.2 Collinearity statistics test:

The collinearity tests are used when the study deals with a model that incorporate multiple independent variables. In case when there is a strong correlation among variables, it can cause instability in the regression coefficients. This test assesses the relation through the variance inflation factor (VIF) and the Tolerance test, which is shown in the following table:

Table 23 - Collinearity statistics test.

Model		Collinearity statistics	
		Tolerance	VIF
1	Employees satisfaction	.444	2.251
	Salary distribution	.819	1.220
	System effectiveness	.262	3.810
	Company profitability	.411	2.432

a. Dependent variable: Workforce performance

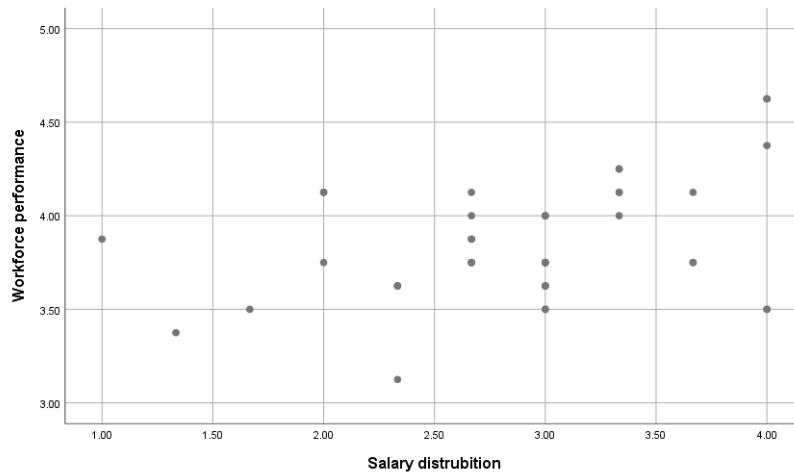
- By IBM SPSS 25.

According to the table N23 – Collinearity statistics test. The indicated variance inflation factor VIF are mostly around 3, which may indicate that there some degree of multicollinearity among the independent variables in the model. Because, when the VIF is above 10 we can talk about the multicollinearity. The values of tolerance are greater than 0,05, which is an indication that there is no high correlation between the independent variables.

1.3 : Scatterplot:

Scatterplot test asses the constancy of residual variance. Which indicates that the random error data remains constant across all the sample observations, unbiased and accurately estimated at their true values. This stability has implications for the validity of inferential statistical results, with the plot illustrating the constancy of random error.

Figure 19– Scatterplot chart.



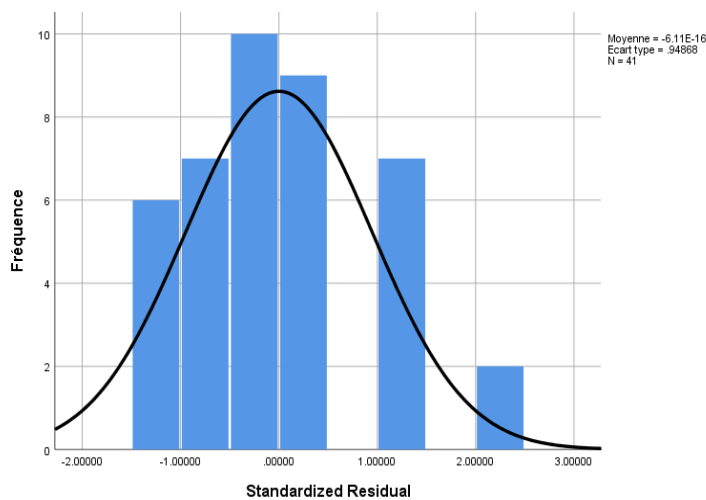
- By IBM SPSS 25.

Upon reviewing the scatterplot, it's evident that the data points are predominantly clustered around the value of 4, with a noticeable upward trend from 3 to 4.5. Furthermore, the majority of points fall within the specified range [2-,3+], accounting for over 94% of the total. This distribution pattern suggests conformity to a normal distribution of errors.

1.4 Standardized Residual:

To further validate the aforementioned points, we can employ a residual plot, illustrating the standard deviation of residuals or errors in regression, as depicted in the following figure:

Figure 20 – Standardized residual graph.



- By IBM SPSS 25.

Upon observing the graph on Figure N20 – Standardized residual graph, it is evident that the majority of points are distributed within the specified range [2-,3+], representing over 94% of the total. This indicates that errors are distributed according to a normal distribution.

1.5 Study model:

According to IBM SPSS 25 correlation test results we will detect the accepted hypothesis model:

Table 24 – Model impact on each independent indicator.

Independent indicators	Workforce performance	F-test	R ²	t-test	MODEL
Employees satisfaction	0.266	2.694	0.071	1.722	
Salary distribution	0.386*	6.833	0.149	2.614	WP=3.348+SD (0.173)
System effectiveness	0.175	1.231	0.031	1.110	
Company profitability	0.214	1.863	0.046	1.365	

- Elaborated by the student according to IBM SPSS 25.

According to the results of the last title – Hypothesis test – and after their confirmation, we have chosen the H_{1,2}, which indicates a statistically significant effect of the “Salary distribution” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

The model:

$$Y = b_0 + b_1.X_1$$

Y = The dependent variable.

X = The independent variable.

Table 25 – 2nd indicator coefficients.

Model	Coefficients non standardises		Coefficients standardises	t	Sig.
	B	Error standard	Beta		
Constant	3,348	0,197		17,006	0.000
Correlation	0,173	0,066	0,386	2,614	0.013

- Elaborated by the student according to IBM SPSS 25.

After verifying the hypotheses of the model's quality, which proved to be true, this leads us to accept Model 2 as the best explanatory model for the salary distribution on the workforce performance at Ben Aouda hotel – Shenoua – Tipaza. And according to the 23th table of the second indicator coefficients, we have:

$$Y_{WP} = 3,348 + 0,173.X_{SD}$$

When:

Y_{WP} = The workforce performance variable.

X_{SD} = The salary distribution variable.

1.6 Essential differences:

At this part we will see the impact of each characteristic indicators on the dependent variable, by treating each of them:

1.6.1 Gender:

Table 26 – Extent of the differences of workforce performance according to gendre.

Indicators	MAN		WOMAN		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.86	0.30	3.82	0.35	0.160	0.692

- Elaborated by student according to IBM SPSS 25.

According to the table 26 - Extent of the differences of workforce performance according to sex. The F-test sig indicates no impact of the gender on the dependent variable.

1.6.2 Age:

Table 27 – Extent of the differences of workforce performance according to age.

Indicator	(20-29)		(30-39)		(40-49)		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	4.01	0.49	3.72	0.21	3.86	0.16	2.890	0.06

- Elaborated by student according to IBM SPSS 25

According to table N27 – Extent of the differences of workforce performance according to age. The F-test sig indicates no impact of the age on the dependent variable.

1.6.3 Experience:

Table 28 – Extent of the differences of workforce performance according to experience.

Indicators	YES		NO		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.87	0.28	3.84	0.38	0.872	0.356

- Elaborated by student according to IBM SPSS 25.

According to table N28 – Extent of the differences of workforce performance according to experience. The F-test sig indicates no impact of the work experience on the dependent variable.

1.6.4 Educational level:

Table 29 – Extent of the differences of workforce performance according to educational level.

Indicator	Secondary		High school		College		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.80	0.33	3.93	0.29	3.77	0.33	1.082	0.349

- Elaborated by student according to IBM SPSS 25

According to table N29 – Extent of the differences of workforce performance according to educational level. The F-test sig indicates no impact of the work educational level on the dependent variable.

1.6.5 Socio-professional category:

Table 30 – Extent of the differences of workforce performance according to socio-professional category.

Indicator	Executive		Specialist		Operational		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.79	0.23	3.87	0.22	3.84	0.40	0.141	0.869

- Elaborated by student according to IBM SPSS 25

According to table N30 – Extent of the differences of workforce performance according to educational level. The F-test sig indicates no impact of the educational level on the dependent variable.

1.6.6 Salary category:

Table 31 – Extent of the differences of workforce performance according to wages.

Indicator	20000-40000DA		40000-60000DA		60000-80000DA		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.85	0.39	3.78	0.22	3.93	0.15	0.494	0.614

- Elaborated by student according to IBM SPSS 25

According to N31 – Extent of the differences of workforce performance according to wages. The F-test sig indicates no impact of the wages category on the dependent variable.

1.6.7 Work promotion:

Table 32 – Extent of the differences of workforce performance according to work promotion.

Indicators	YES		NO		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance

Workforce performance	3.97	0.41	3.80	0.27	2.151	0.151
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- Elaborated by student according to IBM SPSS 25.

According to the table N33 – Extent of the differences of workforce performance according to work promotion. The F-test sig indicates no impact of the work promotion on the dependent variable.

1.6.8 Career bonuses:

Table 33 – Extent of the differences of workforce performance according to career bonuses.

Indicators	YES		NO		F-test	
	Sd Deviation	Mean	Sd Deviation	Mean	Value	Significance
Workforce performance	3.85	0.28	3.84	0.33	0.003	0.955

- Elaborated by student according to IBM SPSS 25.

According to Table N33 – Extent of the differences of workforce performance according to career bonuses. The F-test sig indicates no impact of the career bonuses on the dependent variable.

⇒ After the treatment of different respondent characteristics on the dependent variable. We found no impact of each of those characteristics on the workforce performance, which significate no importance of the characteristics impact in our study.

Section 02: Result discussion and comparison.

Based on the analysis of the regression results adopted to test the hypotheses of the study in the previous section, and the selection of the best explanatory model for the observed changes on the dependent variable, we will discuss those result and compare them to previous studies.

1. Study results discussion:

The results of our research indicate that the – Salary distribution – is the most impacting variable on the workforce performance. We can project this on the workers culture and principals where they focus on only on the monetary side of the remuneration. Also, the wages augmentations and how the employee is treated by the hotel administration, especially when it comes to finance and monetary motivation. But for the – Employee satisfaction – indicator comes up at the second place, as an influencing factor on the workforce performance, which the more the employee is valuated the more he is motivated and satisfied. At this point the administration needs to focus because the HR science is based and build on the best use for the human resource to elevate the organization outputs, and always save a qualified, capable, satisfied and motivated labour to ensure its permanence. When the – Company profitability – indicator takes the third place, which indicates the importance of the financial statue of the hotel. Because the employee of the hotel giving it a much interest. The last and fourth indicator of – System effectiveness – indicates the non-efficiency of the adopted system by the hotel, because most of the employees shared their negative opinion about the hotel remuneration system.

2. Results comparison to previous studies:

The pervious results generally show that the remuneration indicators have an impact on the workforce performance. But the difference between what we found and the previous studies did can be concluded in:

- In (In Nur'aeni, 2022) study, the researchers have detected various variable impacting the workforce performance such as motivation, compensations; the monetary and non-monetary ones. And (Evie K. Sardjana; Sudarmo; Didik G. Suharto, 2018) study. Which our study has confirmed and same point of view. That can be reasoned by the employee's mindset, by being satisfied and caring about monetary rewards and financial aspects.

- Our research as a specified view concerning the system effectiveness. Where the hotel employees were not satisfied about and not performing because of it. Not like (BESSOUH ALACHAHER Nadira, MIR Ahmed, 2020) and (Ismail, 2019) has found. That can be answered by the adopted policy, that does not go with the employees' inters. The hotel must always keep an eye for their employees' feedback to orient their behaviors and performance at the right path.
- As (Adibah Abdul Kadir, 2019) study which found a link between satisfactory remuneration system and staff performance, in which our study the employees not satisfied about the elaborated system and not being impacting with it. That can also go to the hotel management approach that does not go with employees needs.
- Our research found that the hotel profitability influences the workers performance as (John R. Becker-Blease, Fred R. Kaen, Ahmad Etebari, Hans Baumann, 2010) study has also showed that the company profitability can influence the workers' disposition and performance at the last point. And that's sure, because the profitability is the key factor to put the hotel in ability statue for rewards whether monetary or non-monetary.

At this point, after filtering the precious studies, and treating our field collected data, our aim was to detect the impacting variables on the hotel workforce performance. And which mainly was detected after IBM SPSS 25 treatment and our discuss and analyse.

CONCLUSION

The remuneration is not a new HR science discovering. But it goes to the really first appearance of this science, where the employers at first found the effect of wages on the labour's execution. And then, with the science developing. Scientist found the effect of non-monetary aspects on the employee's behaviour, such as work psychology, work environment, and remuneration policies and system adopted. And the monetary as well.

When the performance, is also from the deepest HR founds. Which has a large meaning, and reflect the degree of the effectiveness of various variable in the business word. Such as the organizational performance, a system performance, and the most important at our study; the workforce performances, that reflect the employees and labour's force in the organizational environment. And it is the most important feedback that is waited in organization from its own workforce.

In which the hospitality also goes to the very early Middle Ages and beyond. And with ages it has become an industry. Which has needed strategies and managerial tools to improve more and more its outputs and revenues as well. So, this industry as many others has adopted different HR management tools to do. Some of those tools has been developed in a special way according to this industry features, and some others has stayed the same and unifier as the other fields.

And lately, the new hotel of Shenoua – Ben Aouda – is trying to find the appropriate and suitable remuneration system, for its strategy to improve it incomes and confirming its sustainability at Tipaza's and Algerian overall hospitality market, by improving its workforce qualities and ability to reach their best performance.

And this was the role of our study. By evaluating the adopted remuneration system on Ben Aouda – Shenoua – hotel. And study the impact of this system on its workforce performance. And defining the remuneration impacting indicators on the workforce performance, to help the hotel organization to correct its deviations and find the most useful and effective remuneration approach to Ben Aouda hotel.

And our study reached through the collected data statistical analysis that there is an impact of the remuneration indicators on the workforce performance at Ben Aouda hotel.

1. Personal data results:

- According to the gender results, it turns out that the males are the predominant category in the study sample, while the females were slightly less represented. This ratio seems reasonable as both genders are impacted by the remuneration system.
- Age results, shows that the young people are the most of the hotel's staff members. And that's because of the recruitment adopted approach preferences.
- According to the work experience results has shown that the experienced category predominant category, and this can be answered by the recruitment adopted approach preferences. When experienced staff make the lunch easy.
- Educational level results, shows the diversity of the work population. And this impacts the work environment of the hotel, which can create a point of strength.
- The socio-professional categories results. Turns out that the operational staff are the predominant category, then the specialists and executive members. And that because of the hierarchy needs, which gives a certain level of organization in the hotel and its strategy applying.
- According to salary categories results, shows the non-stability of wages. In which is logic, because of the socio-professional category incomes.
- According to work promotion results. It indicates only a small category of workers has been promoted. And this can be explained to the activity duration of the hotel, which is mostly year and half.
- Career bonuses results, indicates that the predominant category is the category that didn't get rewards and bonuses. Which can show the effective filtration of the productive workers, and employee monitoring.

2. Variable relation results:

Most of the answers about the impact of the remuneration system on the workforce performance. Has been balancing between agree and neutral choices. What can explain their fear and non-transparency.

Most of the sample population see the monetary rewards as the most effective tool to improve the satisfaction and performance.

3. Hypothesis results:

The comparison process used two primary hypothesis testing methods. At first, it has evaluated the individual impact of each indicator of the independent variable which is the

remuneration system on the dependent one; workforce performance. And then it examines the cumulative impact of the quality indicators within the remuneration system. The results can be shown as following:

- There is a statistically significant effect of the “employee satisfaction” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.
- There is a statistically significant effect of the “salary distribution” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- There is a statistically significant effect of the “system effectiveness” indicator by Ben Aouda hotel - Shenoua remuneration system on workforce performance.
- There is a statistically significant effect of the “company profitability” indicator by Ben Aouda hotel – Shenoua remuneration system on workforce performance.

But for the general study model. There was only one meaningful indicator, which is – salary distribution. This indicator model was accepted and adopted for our study. This confirmed hypothesis can be reasoned by the employee’s mindset about the financial rewards and remuneration.

On the other hand, the models for the other indicators were rejected and not constructed. This is because of the absence of those variables – employee satisfaction – system effectiveness – and – company profitability -.

4. Suggestion and difficulties:

4.1.Study suggestions:

We will suggest some suggestion according to our study that can be useful for the hotel:

- Sensitize employees about the importance of the psychological aspect of work by offering valuable non-monetary rewards.
- The hotel administration should reassess their adopted remuneration system and explore alternative policies and systems that generate positive feedback.
- Provide employees with opportunities to express their thoughts and participate in strategic decision-making.

- The hotel administration needs to implement more effective tools to enhance worker satisfaction.

4.2. The difficulties encountered:

4.2.1. The human boundaries:

- There was no direct contact with the employees; the HRM distributed the questionnaire independently.
- The non-transparency. And elevating neutrality can be influenced by their fear from their managers.
- There was significant employee instability, with a turnover rate of 33.33%, equivalent to 25 people, over a period of 6 months.
- Most of the workers are not adapted to the numeration (questionnaire distribution in paper not by google form).

4.2.2. The temporal boundaries:

- As a new hotel with just over a year and a half of activity, it was challenging to establish the study.
- The seasonal impact and influencing, when the study was at the lowest season.

4.2.3. The spatial boundaries:

- There is stability in the commercial and touristic environment in Tipasa, indicating a lack of competitive hotel policies and employer branding.
- There was no actual spatial boundary. Except, the lack of the transportation to the hotel because of Shenoua's line

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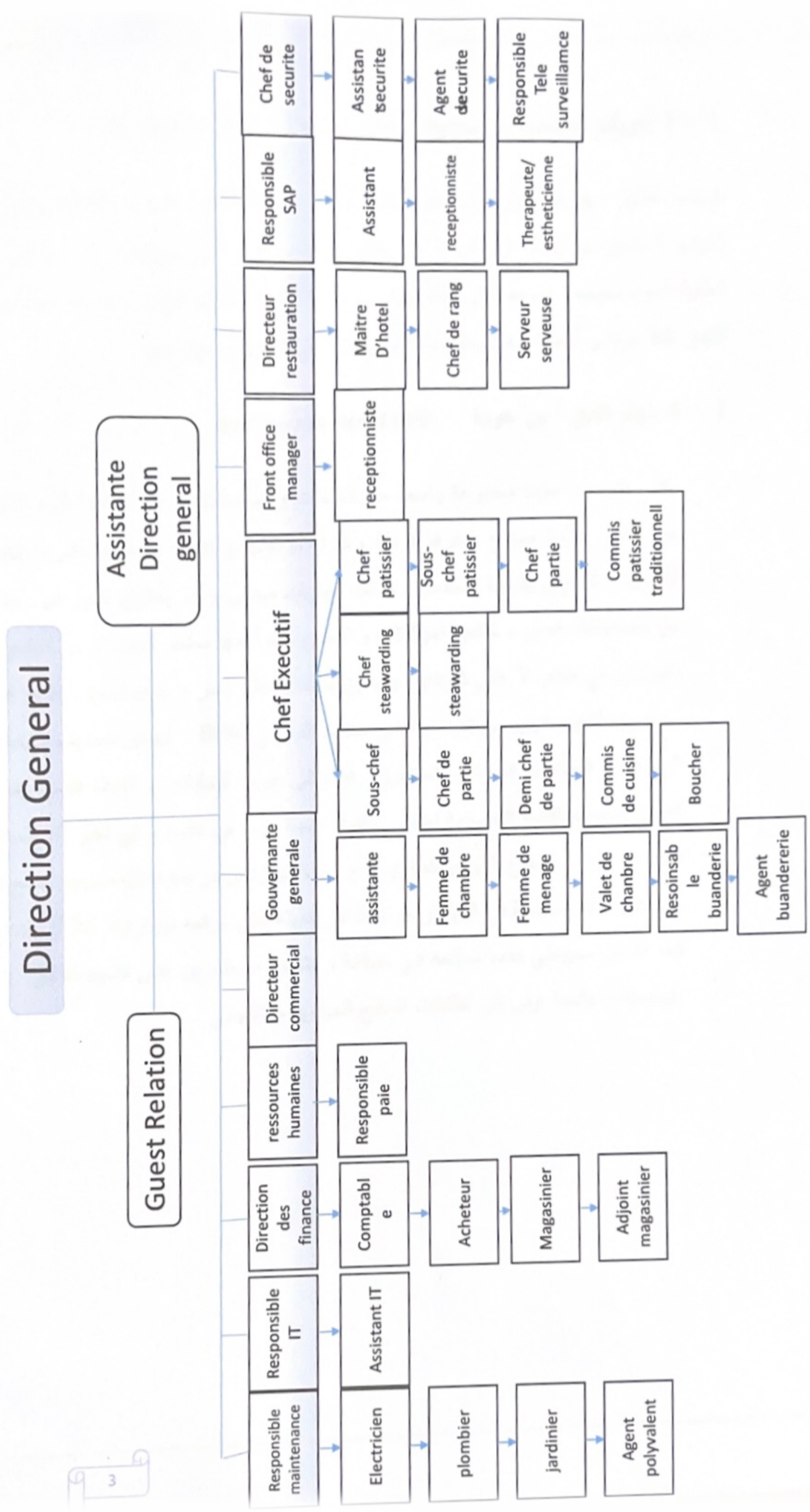
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ANNEXES

Hotel organigram



QUESTIONNAIRE

To enhance our research with real data, titled 'The remuneration system influence on the workforce in the hotel Industry,' we kindly request your participation in our survey. It will only take 5 to 10 minutes of your time. Rest assured that all your responses will be treated seriously. Thank you!

لتعزيز بحثنا ببيانات حقيقية، تحت عنوان "تأثير نظام الاجور والحوافز على اداء القوة العاملة في مجال الفنادق"، نأمل ان تشاركونا في استطلاعنا. لن يستغرق هذا الاستبيان سوى 5 الى 10 دقائق من وقتكم. نؤكد لكم أن جميع المعلومات سيتم التعامل معها بجدية. شكرا

THE INVESTIGATOR INFORMATIONS

NAME: AIBECHÉ.

SURNAME: Hadil Halima Sabrine.

STATUT: Master (02) HR Management student at ENSM.

THESIS' THEME: The remuneration system influence on the workforce performance in the hospitality industry, Case study: Benaouda Hotel.

THESIS SUPERVISORS: MOHAMMED Elhadj Leila/ BOUCHETARA Mehdi.

E-Mail: Zerfeuuse@outlook.fr

Educational year: 2023/2024.

ABOUT RESPONDENT

1. **Sex/الجنس:**

- Man/رجل

- Woman/امرأة

2. **Age/العمر:**

- Under 20' to 29/تحت 20 سنة إلى 29 سنة

- 30 - 39

- 40 - 49

- 50 - 59

- 60 and older/من ستين سنة وأكثر

3. **Have you worked already/هل حصلت على وظيفة من قبل:**

- Yes/نعم

- No/لا

4. Your educational level/ مستواك الدراسي

- Primary/ابتدائي
- Secondary/متوسط
- High school/ثانوي
- College/جامعي

5. Socio-professional category/ فئتك الاجتماعية المهنية

- Manager/مدير
- Employee/عامل
- Other/

6. Your salary category/ فئتك الدخلية

- 20000-40000 DA
- 40000-60000 DA
- 60000-80000 DA
- >80000DA

7. Have you benefitted from work promotion in your actual company/ هل استفدت من ترقية/ترقية في مؤسستك الحالية

- Yes/نعم
- No/لا

8. Have you benefitted during your professional career from an exceptional bonus as a reward for efforts made/ هل حصلت على مكافأة استثنائية خلال حياتك المهنية كمكافأة على الجهود المبذولة

- Yes/نعم
- No/لا

Part ONE: About the remuneration.

1st indicator: Employees satisfaction.

9. Are satisfied with your salary/ هل انت راض عن دخلك

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

10. Are you satisfied with your job position/ هل أنت راض عن موقع عملك

- Strongly agree/موافق بشدة

- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

2nd indicator: Salary distribution.

11. Is the salary distribution on your company based on the result of the company/ هل

تعتمد توزيع الرواتب في شركتك على النتائج؟

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

12. Is the salary distribution on your company based on the individual performance/ هل

يتم توزيع رواتب في الشركة بناءً على الأداء الفردي

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

13. Is the salary distribution on your company based on the collective performance/ هل

يتم توزيع رواتبك في الشركة بناءً على الأداء الجماعي

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

3rd indicator: System effectiveness.

14. Does your company apply an effective remuneration system/ هل تعتمد مؤسستك نظام مكافآت

وأجور فعال

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

15. Do you find this remuneration system fair/هل تجد نظام المكافآت والأجور هذا عادل/

- Strongly agree/موافق بشدة

- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

16. Do you think that the established remuneration system is based on employee performance/هل تعتقد أن نظام التعويضات والأجور المعمول به يعتمد على أداء الموظفين؟

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

4th indicator: Company profitability.

17. Is your establishment productive /هل مؤسستك منتجة

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

18. Do you think that if your company realises profits every year, you will have a promotion/هل تعتقد أنه إذا حققت شركتك أرباحا كل عام، فسيكون لديك ترقية

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

19. Is the increment on the revenue considered as developing criteria of salary augmentation/هل يُعتبر زيادة الإيرادات معيارًا لزيادة الراتب

- Strongly agree/موافق بشدة
- Agree/ موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

Part TWO: About the workforce performance.

20. Is there an employee performance monitoring/هل هناك مراقبة لأداء الموظفين

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

21. The measurement of the performance in the hotel is based on work quality/قياس الأداء في الفندق يعتمد على جودة العمل

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

22. The measurement of the performance in the hotel is based on the company profitability/قياس الأداء في الفندق يعتمد على ربحية الشركة

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

23. Does your company remuneration system aim to affect the employees' engagement/هل نظام التعويض في شركتك يهدف إلى التأثير على انخراط الموظفين

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

24. Does your company remuneration system aim to preserve the human potential/هل نظام التعويض في شركتك يهدف إلى الحفاظ على الإمكانيات البشرية

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

25. In your opinion, does the promotion motivates employees the most in their work/ في رأيك، هل تعزيز الموظفين يعزز من دافعيتهم في العمل

رأيك، هل تعزيز الموظفين يعزز من دافعيتهم في العمل

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

26. In your opinion, does the workplace environment motivates employees the most in their work/ في رأيك، هل البيئة العملية هي التي تعزز من دافعية الموظفين في العمل

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

27. In your opinion, does the employee perform better to get a remuneration/ في رأيك، هل يقوم الموظف بأداء جيد للحصول على مكافأة

- Strongly agree/موافق بشدة
- Agree/موافق
- Neutral/حيادي
- Disagree/غير موافق
- Strongly disagree/غير موافق بشدة

RELIABILITY

/VARIABLES=Remuneration1 Remuneration2 Remuneration3 Remuneration4
Remuneration5 Remuneration6

Remuneration7 Remuneration8 Remuneration9 Remuneration11 Remuneration12

/SCALE('Rem') ALL

/MODEL=ALPHA.

Fiabilité

Echelle : Rem

Récapitulatif de traitement des observations

		N	%
Observations	Valide	41	100.0
	Exclue ^a	0	.0
	Total	41	100.0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
.679	11

RELIABILITY

/VARIABLES=Performance1 Performance2 Performance3 Performance4 Performance5
Performance6

Performance7 Performance8

/SCALE('Per') ALL

/MODEL=ALPHA.

Fiabilité

Echelle : Per

Récapitulatif de traitement des observations

		N	%
Observations	Valide	41	100.0
	Exclue ^a	0	.0
	Total	41	100.0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
.508	8

RELIABILITY

/VARIABLES=Performance1 Performance2 Performance3 Performance4 Performance5 Performance6

Performance7 Performance8 Remuneration1 Remuneration2 Remuneration3 Remuneration4 Remuneration5

Remuneration6 Remuneration7 Remuneration8 Remuneration9 Remuneration11 Remuneration12

/SCALE('BOTH') ALL

/MODEL=ALPHA.

Fiabilité

Echelle : BOTH

Récapitulatif de traitement des observations

		N	%
Observations	Valide	41	100.0
	Exclue ^a	0	.0
	Total	41	100.0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
.730	19

FREQUENCIES VARIABLES=Sex Age Experience Education Category Salary Promotion Bonus

/ORDER=ANALYSIS.

Fréquences

		Statistiques					
		Sex	Age	Experience	Education	Category	Salary
N	Valide	41	41	41	41	41	41
	Manquant	0	0	0	0	0	0

		Statistiques	
		Promotion	Bonus

N	Valide	41	41
	Manquant	0	0

Table de fréquences

		Sex			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Man	24	58.5	58.5	58.5
	Woman	17	41.5	41.5	100.0
	Total	41	100.0	100.0	

		Age			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	20-29	11	26.8	26.8	26.8
	30-39	17	41.5	41.5	68.3
	40-49	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

		Experience			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Yes	28	68.3	68.3	68.3
	No	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

		Education			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Secondary	9	22.0	22.0	22.0
	High school	17	41.5	41.5	63.4
	College	15	36.6	36.6	100.0

Total		41	100.0	100.0
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Category

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Excutive	6	14.6	14.6	14.6
	Specialist	15	36.6	36.6	51.2
	Operational	20	48.8	48.8	100.0
	Total	41	100.0	100.0	

Salary

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	20000-40000	23	56.1	56.1	56.1
	40000-60000	12	29.3	29.3	85.4
	60000-80000	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

Promotion

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Yes	10	24.4	24.4	24.4
	No	31	75.6	75.6	100.0
	Total	41	100.0	100.0	

Bonus

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Yes	11	26.8	26.8	26.8
	No	30	73.2	73.2	100.0
	Total	41	100.0	100.0	

FREQUENCIES VARIABLES=Remuneration1 Remuneration2 R0
 /STATISTICS=STDDEV MEAN
 /ORDER=ANALYSIS.

Fréquences

		Statistiques		
		Are you satisfied with your salary	Are you satisfied with your job position	Employees satisfaction
N	Valide	41	41	41
	Manquant	0	0	0
Moyenne		2.9268	3.8049	3.3659
Ecart type		.95891	.67895	.68942

Table de fréquences

		Are you satisfied with your salary			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	3	7.3	7.3	7.3
	Disagree	11	26.8	26.8	34.1
	Neutral	13	31.7	31.7	65.9
	Agree	14	34.1	34.1	100.0
	Total	41	100.0	100.0	

		Are you satisfied with your job position			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	2	4.9	4.9	4.9
	Neutral	8	19.5	19.5	24.4
	Agree	27	65.9	65.9	90.2
	Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

Employees satisfaction

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	2.00	1	2.4	2.4	2.4
	2.50	9	22.0	22.0	24.4
	3.00	8	19.5	19.5	43.9
	3.50	9	22.0	22.0	65.9
	4.00	10	24.4	24.4	90.2
	4.50	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

FREQUENCIES VARIABLES=Remuneration3 Remuneration4 Remuneration5 R1
 /STATISTICS=STDDEV MEAN
 /ORDER=ANALYSIS.

Fréquences

		Statistiques			
		Is the salary distribution on your company based on the result of the company	Is the salary distribution on your company based on the individual performance	Is the salary distribution on your company based on the collective performance	Salary distribution
N	Valide	41	41	41	41
	Manquant	0	0	0	0
Moyenne		2.6341	2.7805	3.2683	2.8943
Ecart type		.91532	1.08426	1.14071	.71662

Table de fréquences

Is the salary distribution on your company based on the result of the company

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	2	4.9	4.9	4.9
	Disagree	19	46.3	46.3	51.2
	Neutral	14	34.1	34.1	85.4
	Agree	4	9.8	9.8	95.1
	Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

Is the salary distribution on your company based on the individual performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	5	12.2	12.2	12.2
	Disagree	10	24.4	24.4	36.6
	Neutral	19	46.3	46.3	82.9
	Agree	3	7.3	7.3	90.2
	Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

Is the salary distribution on your company based on the collective performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	2	4.9	4.9	4.9
	Disagree	10	24.4	24.4	29.3
	Neutral	10	24.4	24.4	53.7
	Agree	13	31.7	31.7	85.4
	Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

Salary distribution

Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
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Valide	1.00	1	2.4	2.4	2.4
	1.33	1	2.4	2.4	4.9
	1.67	1	2.4	2.4	7.3
	2.00	3	7.3	7.3	14.6
	2.33	4	9.8	9.8	24.4
	2.67	7	17.1	17.1	41.5
	3.00	11	26.8	26.8	68.3
	3.33	5	12.2	12.2	80.5
	3.67	3	7.3	7.3	87.8
	4.00	5	12.2	12.2	100.0
Total		41	100.0	100.0	

FREQUENCIES VARIABLES=Remuneration7 Remuneration8 Remuneration9 R2
 /STATISTICS=STDDEV MEAN
 /ORDER=ANALYSIS.

Fréquences

		Statistiques			
		Does your company apply an effective remuneration system	Do you find this remuneration system fair	Do you think that the established remuneration system is based on employee performance	System effectiveness
N	Valide	41	41	41	41
	Manquant	0	0	0	0
	Moyenne	2.4634	2.8537	3.2195	2.8455
	Ecart type	.86884	.79250	.88069	.62848

Table de fréquences

Does your company apply an effective remuneration system

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	3	7.3	7.3	7.3
	Disagree	22	53.7	53.7	61.0
	Neutral	11	26.8	26.8	87.8
	Agree	4	9.8	9.8	97.6
	Strongly agree	1	2.4	2.4	100.0
	Total	41	100.0	100.0	

Do you find this remuneration system fair

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	14	34.1	34.1	34.1
	Neutral	21	51.2	51.2	85.4
	Agree	4	9.8	9.8	95.1
	Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

Do you think that the established remuneration system is based on employee performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	10	24.4	24.4	24.4
	Neutral	14	34.1	34.1	58.5
	Agree	15	36.6	36.6	95.1
	Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

System effectiveness

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	1.67	1	2.4	2.4	2.4
	2.00	6	14.6	14.6	17.1
	2.33	8	19.5	19.5	36.6
	2.67	5	12.2	12.2	48.8

3.00	5	12.2	12.2	61.0
3.33	10	24.4	24.4	85.4
3.67	4	9.8	9.8	95.1
4.00	2	4.9	4.9	100.0
Total	41	100.0	100.0	

FREQUENCIES VARIABLES=Remuneration6 Remuneration11 Remuneration12 R3
 /STATISTICS=STDDEV MEAN
 /ORDER=ANALYSIS.

Fréquences

		Statistiques			
		Is your establishment productive	Do you think that if your company realises profits every year, you will have a promotion	Is the increment on the revenue considered as developing criteria of salary augmentation	Company profitability
N	Valide	41	41	41	41
	Manquant	0	0	0	0
	Moyenne	3.6341	3.3171	3.4878	3.0894
	Ecart type	.73335	.90662	.81000	.64560

Table de fréquences

		Is your establishment productive			
		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	5	12.2	12.2	12.2
	Neutral	6	14.6	14.6	26.8

Agree	29	70.7	70.7	97.6
Strongly agree	1	2.4	2.4	100.0
Total	41	100.0	100.0	

Do you think that if your company realises profits every year, you will have a promotion

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	3	7.3	7.3	7.3
	Disagree	2	4.9	4.9	12.2
	Neutral	16	39.0	39.0	51.2
	Agree	19	46.3	46.3	97.6
	Strongly agree	1	2.4	2.4	100.0
	Total	41	100.0	100.0	

Is the increment on the revenue considered as developing criteria of salary augmentation

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly disagree	1	2.4	2.4	2.4
	Disagree	2	4.9	4.9	7.3
	Neutral	17	41.5	41.5	48.8
	Agree	18	43.9	43.9	92.7
	Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

Company profitability

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	1.33	2	4.9	4.9	4.9
	2.33	4	9.8	9.8	14.6
	2.67	5	12.2	12.2	26.8
	3.00	11	26.8	26.8	53.7
	3.33	9	22.0	22.0	75.6
	3.67	8	19.5	19.5	95.1
	4.33	1	2.4	2.4	97.6
	4.67	1	2.4	2.4	100.0

Total	41	100.0	100.0
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CORRELATIONS

/VARIABLES=R0 R1 R2 R3 PER

/PRINT=TWOTAIL NOSIG

/MISSING=PAIRWISE.

Corrélations

		Employees satisfaction	Salary distribution	System effectiveness
Employees satisfaction	Corrélation de Pearson	1	-.046	.691**
	Sig. (bilatérale)		.774	.000
	N	41	41	41
Salary distribution	Corrélation de Pearson	-.046	1	.129
	Sig. (bilatérale)	.774		.420
	N	41	41	41
System effectiveness	Corrélation de Pearson	.691**	.129	1
	Sig. (bilatérale)	.000	.420	
	N	41	41	41
Company profitability	Corrélation de Pearson	.252	.387*	.665**
	Sig. (bilatérale)	.112	.012	.000
	N	41	41	41
Workforce performance	Corrélation de Pearson	.266	.386*	.175
	Sig. (bilatérale)	.093	.013	.274
	N	41	41	41

		Company profitability	Workforce performance
Employees satisfaction	Corrélation de Pearson	.252	.266
	Sig. (bilatérale)	.112	.093
	N	41	41
Salary distribution	Corrélation de Pearson	.387*	.386*
	Sig. (bilatérale)	.012	.013
	N	41	41

System effectiveness	Corrélation de Pearson	.665**	.175
	Sig. (bilatérale)	.000	.274
	N	41	41
Company profitability	Corrélation de Pearson	1	.214
	Sig. (bilatérale)		.180
	N	41	41
Workforce performance	Corrélation de Pearson	.214	1
	Sig. (bilatérale)	.180	
	N	41	41

** . La corrélation est significative au niveau 0.01 (bilatéral).

* . La corrélation est significative au niveau 0.05 (bilatéral).

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R0.

```

Régression

Statistiques descriptives

	Moyenne	Ecart type	N
Workforce performance	3.8476	.32054	41
Employees satisfaction	3.3659	.68942	41

Corrélations

		Workforce performance	Employees satisfaction
Corrélation de Pearson	Workforce performance	1.000	.266
	Employees satisfaction	.266	1.000
Sig. (unilatéral)	Workforce performance	.	.047
	Employees satisfaction	.047	.

N	Workforce performance	41	41
	Employees satisfaction	41	41

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	Employees satisfaction ^b		Introduire

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R-deux	Variation de F
1	.266 ^a	.071	.047	.31295	.071	2.964

Récapitulatif des modèles

Modèle	Modifier les statistiques		
	ddl1	ddl2	Sig. Variation de F
1	1	39	.093

a. Prédicteurs : (Constante), Employees satisfaction

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	.290	1	.290	2.964	.093 ^b
	de Student	3.820	39	.098		
	Total	4.110	40			

a. Variable dépendante : Workforce performance

b. Prédicteurs : (Constante), Employees satisfaction

Coefficients^a

Modèle	Coefficients non standardisés		Coefficients standardisés	t

		B	Erreur standard	Bêta	
1	(Constante)	3.432	.246		13.923
	Employees satisfaction	.124	.072	.266	1.722

Coefficients^a

Modèle		Sig.
1	(Constante)	.000
	Employees satisfaction	.093

a. Variable dépendante : Workforce performance

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R1.

```

Régression

Statistiques descriptives

	Moyenne	Ecart type	N
Workforce performance	3.8476	.32054	41
Salary distribution	2.8943	.71662	41

Corrélations

		Workforce performance	Salary distribution
Corrélation de Pearson	Workforce performance	1.000	.386
	Salary distribution	.386	1.000
Sig. (unilatéral)	Workforce performance	.	.006
	Salary distribution	.006	.
N	Workforce performance	41	41
	Salary distribution	41	41

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	Salary distribution ^b	.	Introduire

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R-deux	Variation de F
1	.386 ^a	.149	.127	.29945	.149	6.833

Récapitulatif des modèles

Modèle	Modifier les statistiques		
	ddl1	ddl2	Sig. Variation de F
1	1	39	.013

a. Prédicteurs : (Constante), Salary distribution

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	.613	1	.613	6.833	.013 ^b
	de Student	3.497	39	.090		
	Total	4.110	40			

a. Variable dépendante : Workforce performance

b. Prédicteurs : (Constante), Salary distribution

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés	t	Sig.
		B	Erreur standard	Bêta		
1	(Constante)	3.348	.197		17.006	.000

Salary distribution	.173	.066	.386	2.614	.013
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a. Variable dépendante : Workforce performance

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R2.

```

Régression

Statistiques descriptives

	Moyenne	Ecart type	N
Workforce performance	3.8476	.32054	41
System effectiveness	2.8455	.62848	41

Corrélations

		Workforce performance	System effectiveness
Corrélation de Pearson	Workforce performance	1.000	.175
	System effectiveness	.175	1.000
Sig. (unilatéral)	Workforce performance	.	.137
	System effectiveness	.137	.
N	Workforce performance	41	41
	System effectiveness	41	41

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	System effectiveness ^b	.	Introduire

- a. Variable dépendante : Workforce performance
 b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R- deux	Variation de F
1	.175 ^a	.031	.006	.31962	.031	1.231

Récapitulatif des modèles

Modèle	Modifier les statistiques		
	ddl1	ddl2	Sig. Variation de F
1	1	39	.274

- a. Prédicteurs : (Constante), System effectiveness

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
	de Student	3.984	39	.102		
	Total	4.110	40			

- a. Variable dépendante : Workforce performance
 b. Prédicteurs : (Constante), System effectiveness

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés	
		B	Erreur standard	Bêta	t
1	(Constante)	3.594	.234		15.345
	System effectiveness	.089	.080	.175	1.110

Coefficients^a

Modèle		Sig.
1	(Constante)	.000
	System effectiveness	.274

a. Variable dépendante : Workforce performance

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R3.
  
```

Régression

Statistiques descriptives

	Moyenne	Ecart type	N
Workforce performance	3.8476	.32054	41
Company profitability	3.0894	.64560	41

Corrélations

		Workforce performance	Company profitability
Corrélation de Pearson	Workforce performance	1.000	.214
	Company profitability	.214	1.000
Sig. (unilatéral)	Workforce performance	.	.090
	Company profitability	.090	.
N	Workforce performance	41	41
	Company profitability	41	41

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	Company profitability ^b	.	Introduire

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R- deux	Variation de F
1	.214 ^a	.046	.021	.31714	.046	1.863

Récapitulatif des modèles

Modèle	Modifier les statistiques		
	ddl1	ddl2	Sig. Variation de F
1	1	39	.180

a. Prédicteurs : (Constante), Company profitability

ANOVA^a

Modèle		Somme des carrés	ddl	Carré moyen	F	Sig.
	de Student	3.922	39	.101		
	Total	4.110	40			

a. Variable dépendante : Workforce performance

b. Prédicteurs : (Constante), Company profitability

Coefficients^a

Modèle		Coefficients non standardisés		Coefficients standardisés	t
		B	Erreur standard	Bêta	
1	(Constante)	3.520	.245		14.367
	Company profitability	.106	.078	.214	1.365

Coefficients^a

Modèle		Sig.
1	(Constante)	.000
	Company profitability	.180

a. Variable dépendante : Workforce performance

ONEWAY PER BY Sex
 /STATISTICS DESCRIPTIVES
 /MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
Man	24	3.8646	.30377	.06201	3.7363	3.9929
Woman	17	3.8235	.35094	.08512	3.6431	4.0040
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
Man	3.38	4.63
Woman	3.13	4.63
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.017	1	.017	.160	.692
Intragroupes	4.093	39	.105		
Total	4.110	40			

ONEWAY PER BY Age
 /STATISTICS DESCRIPTIVES
 /MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
20-29	11	4.0114	.49829	.15024	3.6766	4.3461
30-39	17	3.7279	.21757	.05277	3.6161	3.8398
40-49	13	3.8654	.16506	.04578	3.7656	3.9651
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
20-29	3.13	4.63
30-39	3.38	4.13
40-49	3.63	4.13
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.543	2	.271	2.890	.068
Intragroupes	3.567	38	.094		
Total	4.110	40			

ONEWAY PER BY Experience
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
Yes	28	3.8795	.28562	.05398	3.7687	3.9902
No	13	3.7788	.38916	.10793	3.5437	4.0140
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
Yes	3.38	4.63
No	3.13	4.63
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergruppes	.090	1	.090	.872	.356
Intragruppes	4.020	39	.103		
Total	4.110	40			

ONEWAY PER BY Education
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
Secondary	9	3.8056	.33722	.11241	3.5463	4.0648
High school	17	3.9338	.29685	.07200	3.7812	4.0865
College	15	3.7750	.33474	.08643	3.5896	3.9604
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
Secondary	3.50	4.63
High school	3.63	4.63
College	3.13	4.25
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.221	2	.111	1.082	.349
Intragroupes	3.888	38	.102		
Total	4.110	40			

ONEWAY PER BY Category
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
Excutive	6	3.7917	.23274	.09501	3.5474	4.0359
Specialist	15	3.8750	.22658	.05850	3.7495	4.0005
Operational	20	3.8438	.40327	.09017	3.6550	4.0325
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
Excutive	3.38	4.00
Specialist	3.63	4.25
Operational	3.13	4.63
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.030	2	.015	.141	.869
Intragroupes	4.079	38	.107		
Total	4.110	40			

ONEWAY PER BY Salary
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
20000-40000	23	3.8587	.39041	.08141	3.6899	4.0275
40000-60000	12	3.7813	.22057	.06367	3.6411	3.9214
60000-80000	6	3.9375	.15309	.06250	3.7768	4.0982
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
20000-40000	3.13	4.63
40000-60000	3.38	4.13
60000-80000	3.75	4.13
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.104	2	.052	.494	.614
Intragroupes	4.006	38	.105		
Total	4.110	40			

ONEWAY PER BY Promotion
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
				Borne inférieure	Borne supérieure

					Borne inférieure	Borne supérieure
Yes	10	3.9750	.41999	.13281	3.6746	4.2754
No	31	3.8065	.27734	.04981	3.7047	3.9082
Total	41	3.8476	.32054	.05006	3.7464	3.9487

Descriptives

Workforce performance

	Minimum	Maximum
Yes	3.50	4.63
No	3.13	4.38
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.215	1	.215	2.151	.151
Intragroupes	3.895	39	.100		
Total	4.110	40			

ONEWAY PER BY Bonus
/STATISTICS DESCRIPTIVES
/MISSING ANALYSIS.

Unidirectionnel

Descriptives

Workforce performance

	N	Moyenne	Ecart type	Erreur standard	Intervalle de confiance à 95 % pour la moyenne	
					Borne inférieure	Borne supérieure
Yes	11	3.8523	.28405	.08564	3.6614	4.0431
No	30	3.8458	.33747	.06161	3.7198	3.9718

Total	41	3.8476	.32054	.05006	3.7464	3.9487
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Descriptives

Workforce performance

	Minimum	Maximum
Yes	3.38	4.38
No	3.13	4.63
Total	3.13	4.63

ANOVA

Workforce performance

	Somme des carrés	ddl	Carré moyen	F	Sig.
Intergroupes	.000	1	.000	.003	.955
Intragroupes	4.109	39	.105		
Total	4.110	40			

REGRESSION

/MISSING LISTWISE
 /STATISTICS COLLIN TOL
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT PER
 /METHOD=ENTER R0 R1 R2 R3.

Régression

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
--------	-----------------------	---------------------	---------

1	Company profitability, Employees satisfaction, Salary distribution, System effectiveness ^b	.	Introduire
---	---	---	------------

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Coefficients^a

Modèle		Statistiques de colinéarité	
		Tolérance	VIF
1	Employees satisfaction	.444	2.251
	Salary distribution	.819	1.220
	System effectiveness	.262	3.810
	Company profitability	.411	2.432

a. Variable dépendante : Workforce performance

Diagnostics de colinéarité^a

Modèle	Dimension	Valeur propre	Index de condition	Proportions de la variance	
				(Constante)	Employees satisfaction
1	1	4.890	1.000	.00	.00
	2	.059	9.095	.00	.07
	3	.027	13.367	.15	.13
	4	.017	17.038	.63	.12
	5	.006	27.888	.22	.68

Diagnostics de colinéarité^a

Modèle	Dimension	Proportions de la variance		
		Salary distribution	System effectiveness	Company profitability
1	1	.00	.00	.00
	2	.48	.03	.00
	3	.03	.05	.29
	4	.48	.06	.10
	5	.01	.86	.61

a. Variable dépendante : Workforce performance

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COLLIN TOL
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R0 R1 R2 R3.

```

Régression

Variables introduites/éliminées^a

Modèle	Variables	Variables	Méthode
	introduites	éliminées	
1	Company profitability, Employees satisfaction, Salary distrubition, System effectiveness ^b	.	Introduire

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Coefficients^a

Modèle		Statistiques de colinéarité	
		Tolérance	VIF
1	Employees satisfaction	.444	2.251
	Salary distrubition	.819	1.220
	System effectiveness	.262	3.810
	Company profitability	.411	2.432

a. Variable dépendante : Workforce performance

Diagnostics de colinéarité^a

Modèle	Dimension	Valeur propre	Index de condition	Proportions de la variance	
				(Constante)	Employees satisfaction
1	1	4.890	1.000	.00	.00
	2	.059	9.095	.00	.07
	3	.027	13.367	.15	.13
	4	.017	17.038	.63	.12
	5	.006	27.888	.22	.68

Diagnostics de colinéarité^a

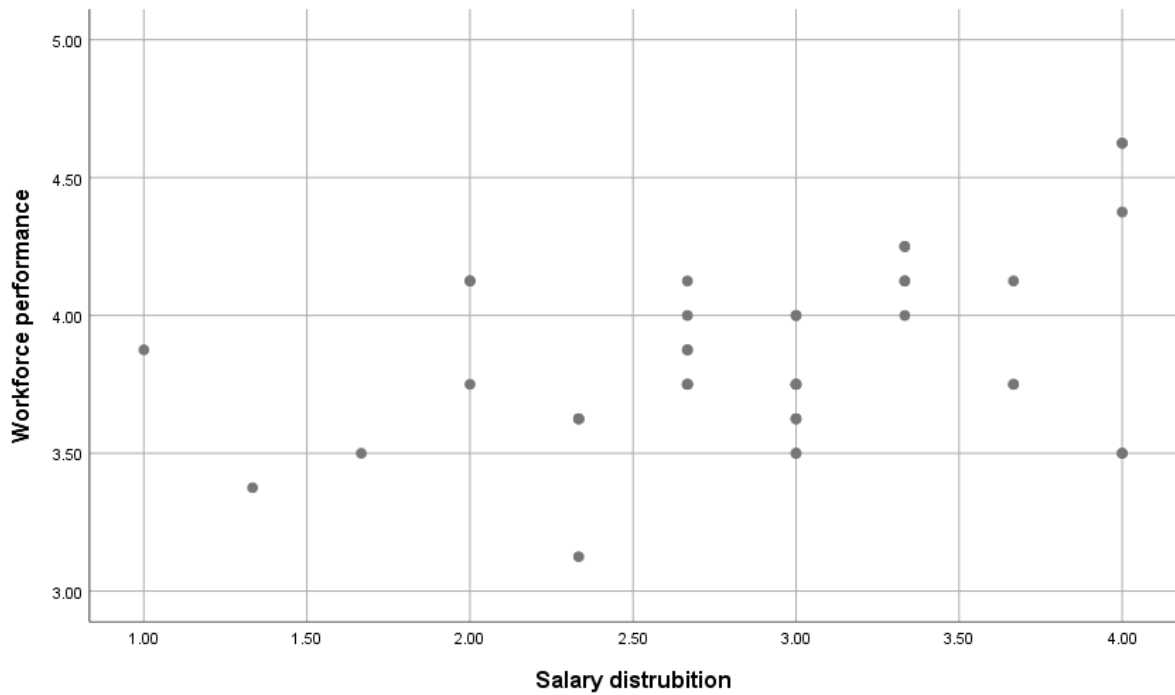
Modèle	Dimension	Salary distribution	Proportions de la variance	
			System effectiveness	Company profitability
1	1	.00	.00	.00
	2	.48	.03	.00
	3	.03	.05	.29
	4	.48	.06	.10
	5	.01	.86	.61

a. Variable dépendante : Workforce performance

GRAPH

/SCATTERPLOT(BIVAR)=R1 WITH PER
/MISSING=LISTWISE.

Graphique



```

REGRESSION
/MISSING LISTWISE
/STATISTICS COLLIN TOL
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT PER
/METHOD=ENTER R0 R1 R2 R3
/SAVE ZRESID.

```

Régression

Variables introduites/éliminées ^a			
Modèle	Variables introduites	Variables éliminées	Méthode

1	Company profitability, Employees satisfaction, Salary distrubition, System effectiveness ^b	.	Introduire
---	--	---	------------

a. Variable dépendante : Workforce performance

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles^a

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a. Variable
dépendante :
Workforce
performance

Coefficients^a

Modèle		Statistiques de colinéarité	
		Tolérance	VIF
1	Employees satisfaction	.444	2.251
	Salary distrubition	.819	1.220
	System effectiveness	.262	3.810
	Company profitability	.411	2.432

a. Variable dépendante : Workforce performance

Diagnostics de colinéarité^a

Modèle	Dimension	Valeur propre	Index de condition	Proportions de la variance	
				(Constante)	Employees satisfaction
1	1	4.890	1.000	.00	.00
	2	.059	9.095	.00	.07
	3	.027	13.367	.15	.13
	4	.017	17.038	.63	.12

5	.006	27.888	.22	.68
---	------	--------	-----	-----

Diagnostiques de colinéarité^a

Modèle	Dimension	Proportions de la variance		
		Salary distrubition	System effectiveness	Company profitability
1	1	.00	.00	.00
	2	.48	.03	.00
	3	.03	.05	.29
	4	.48	.06	.10
	5	.01	.86	.61

a. Variable dépendante : Workforce performance

Statistiques des résidus^a

	Minimum	Maximum	Moyenne	Ecart type	N
Valeur prédite	3.4613	4.1246	3.8476	.15919	41
de Student	-.42950	.65260	.00000	.27822	41
Valeur prévue standard	-2.427	1.740	.000	1.000	41
Résidu standard	-1.465	2.225	.000	.949	41

a. Variable dépendante : Workforce performance

GRAPH

/HISTOGRAM(NORMAL)=ZRE_1.

Graphique

