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The hidden drivers of organizational performance: A case study of NAFTAL GPL Tiaret

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Abstract---This study aims to explore the impact of both material and moral incentives on the organizational performance of the company NAFTAL, located in the wilaya of Tiaret. Using a questionnaire consisting of 26 questions distributed to 40 employees, the collected data were analyzed using SPSS28 software. The results indicate that financial incentives, such as bonuses, significantly enhance productivity and collective outcomes. At the same time, moral incentives such as recognition, appreciation, and opportunities for personal development strengthen employee engagement and foster a sustainable performance dynamic. The study highlights a statistically significant relationship between incentives (both material and moral) and organizational performance, demonstrating that employee motivation is a critical strategic lever. It further emphasizes that an organization's performance relies as much on effective human resource management as it does on technical or financial resources. In conclusion, the research confirms that a balanced approach

combining financial rewards with moral recognition can significantly improve an organization's overall performance.

Keywords---Motivation, organizational performance, material incentives, moral incentives.

JEL Classification Number: J53- M14- J33- M12

1.Introduction

The profound transformations of the economic environment characterized by intensified competition, market volatility, and the growing centrality of the human factor have reshaped organizational performance paradigms. The human resources (HR) function has emerged as a strategic pillar, far beyond its original administrative role. In this context, the optimal mobilization of human competencies, combined with appropriate motivation policies, becomes a decisive vector of performance (Becker & Huselid, 1998).

Indeed, the recognition of human capital as an intangible asset to be enhanced compels organizations to integrate motivation as a key factor in the pursuit of sustainable competitiveness. Theorists such as Lewin (1951) have shown that performance cannot be separated from the interaction between motivation and skills. This synergy fosters employee engagement, creativity, and productivity hallmarks of high-performing organizations.

In this regard, HR managers are increasingly required to rethink their incentive policies in order to cultivate an organizational climate conducive to both individual and collective commitment (Deci & Ryan, 2000). Organizational performance thus becomes dependent on the capacity to establish conditions that sustain motivation over time, supported by both material and moral incentives.

In light of the elements previously discussed, it is legitimate to question the relevance and applicability of various theories related to human resource motivation within the current organizational context. More specifically, the present study aims to examine the influence of motivation both intrinsic and extrinsic on organizational performance. The central research question can thus be stated as follows

To what extent does human resource motivation impact organizational performance?

To address this research problem, two hypotheses form the core foundation of our study.

Research Hypotheses

- **Hypothesis 1:** The motivation mechanisms implemented by the company NAFTAL play a decisive role in employee engagement and significantly contribute to improving organizational performance.
- **Hypothesis 2:** Incentives, whether material or moral in nature, have a positive influence on employee motivation and contribute to strengthening performance within the organization.

2. Literature Review on Motivation and Organizational Performance in Algeria

Merrir, K. (2013). *The impact of motivation on employee performance at work: Case study of IFRI company, Bejaïa.*

This study examines the motivation techniques adopted by IFRI company and their impact on employee performance. The results indicate that well-designed motivation policies, including both material and non-material incentives, enhance employee performance.

Ellah, M., & Yacine, R. (2017). *The impact of the motivation system on human resources performance: Case of the Draa-Ben-Khedda Industrial Textile Complex (Tizi-Ouzou)*

This research highlights the importance of motivation in improving human resources performance. It emphasizes that factors such as compensation, working conditions, evaluation, and training are crucial for stimulating motivation and, consequently, employee performance.

Djadli, S., & Boufalta, M. S. E. (2019). *Investigating the impact of motivation and employees' commitment on organizational performance: Case study of two manufacturing companies in Constantine*

This study examines the impact of work motivation and employee commitment on organizational performance in Algerian industrial companies. The results reveal a positive correlation between motivation, employee engagement, and organizational performance.

Amrani, S., & Mansour, N. (2020). *The impact of motivation on organizational performance: Case of CEVITAL, Algiers*

This work focuses on CEVITAL company and explores how employee motivation influences organizational performance. The authors conclude that effective motivation policies, including both material and moral incentives, are key to improving the overall performance of the company.

Madani, B. O., & Benchikh, H. (2021). *The effect of different motivational strategies at work on the intrinsic motivation of Algerian employees.*

This study analyzes the effect of motivational strategies on the intrinsic motivation of Algerian employees. It highlights that personalized approaches tailored to employees' needs enhance their engagement and performance within the organization.

Boudraham, F., & Boudraham, M. (2022). *The impact of motivation among skilled workers on company performance: Case of ALCOST SPA, Bejaïa*

This research examines the effect of motivation among skilled workers on the performance of ALCOST SPA company. The results indicate that well-structured motivation policies improve productivity and employee satisfaction, thus contributing to the overall performance of the company.

Hamdani, L., & Larbi, S. (2023). *The impact of employee motivation on company performance: Case of ENIEM, Tizi-Ouzou*

This study explores how employee motivation influences the performance of ENIEM company. The authors conclude that effective motivation policies, including material and moral incentives, are essential for improving organizational performance.

3. Work Motivation and Organizational Performance: Analysis of the Links and Levers for Action

Organizational performance is based on a set of interconnected factors, among which employee motivation plays a central role. Numerous studies have shown that work motivation directly influences employee engagement, productivity, creativity, and retention, thereby serving as a strategic lever for improving the overall performance of an organization (Herzberg, 1966; Deci & Ryan, 2000). Motivation, whether intrinsic (satisfaction derived from the work itself) or extrinsic (external rewards), affects the quality of individuals' involvement and their willingness to achieve organizational objectives (Gagné & Deci, 2005).

Contemporary literature identifies several levers that organizations can utilize: recognition systems, role clarity, opportunities for personal and professional development, and participation in decision-making processes (Kanfer et al., 2017). Similarly, a positive work environment, promoting communication, autonomy, and trust helps to strengthen both individual and collective motivation (Amabile & Kramer, 2011). These elements not only enhance operational efficiency but also foster team cohesion and employee loyalty.

3.1 Organizational Performance

Organizational performance refers to an organization's ability to effectively and sustainably achieve its strategic, operational, and social objectives by optimally mobilizing its human, material, and financial resources (Immassi & Daoui, 2024). It reflects not only the outcomes achieved (**effectiveness**) but also the manner in which these outcomes are reached (**efficiency**), which involves rigorous management of internal processes and continuous adaptation to the external environment (El Bettoui, 2024).

This performance can be assessed through several complementary dimensions:

- ❖ **Effectiveness**, which measures the degree to which established objectives are achieved, based on measurable performance criteria (Mirdasse, 2024).
- ❖ **Efficiency**, which evaluates the ratio between the resources used and the results obtained, with an emphasis on resource optimization (PYX4, 2024).
- ❖ **Strategic relevance**, referring to the alignment between implemented actions, the organization's strategic orientations, and stakeholder expectations (Immassi & Daoui, 2024).
- ❖ **Sustainability**, which considers the social, environmental, and economic dimensions of long-term performance (Psico-Smart, 2024).
- ❖ **Organizational quality**, encompassing indicators such as customer satisfaction, employee engagement, innovation, flexibility, and the ability to create a favorable work environment (El Bettoui, 2024).

Performance is a multidimensional and dynamic construct, integrating both traditional economic criteria and increasingly strategic human and societal dimensions.

4. Study of Motivational Factors and Their Impact on Organizational Performance at NAFTAL Tiaret Site

NAFTAL (National Company for the Marketing and Distribution of Petroleum Products) is a public Algerian company, fully owned by the Sonatrach group, founded in 1982. It is responsible for the marketing and distribution of petroleum products in the domestic market.

NAFTAL operates in several areas:

- Distribution of fuels (gasoline, diesel, LPG, butane, propane)
- LPG bottling
- Production of bitumen
- Production and marketing of lubricants
- Management of a network of service stations across the country

The company employs approximately 30,000 people and manages a network of over 2,300 service stations.

NAFTAL Tiaret: A Strategic Site: The site is part of the **CBR Tiaret District**, a branch of the company dedicated to the distribution of fuels. This district is responsible for the management of service stations, logistics, and the maintenance of infrastructures related to petroleum products in the Tiaret region. The district regularly organizes tenders for services such as personnel transportation and the provision of materials and equipment to ensure the smooth operation of its activities.

NAFTAL Tiaret plays an essential role in meeting the energy needs of the region, thus contributing to local economic stability and development.

In the context of this research, attention was focused on examining the links between work motivation levers and organizational performance, using the NAFTAL company, Tiaret site, as the case study. This choice stems from the desire to ground theoretical reflection in a concrete organizational reality, in order to better understand how human resource management practices can influence the overall functioning of a company.

To study this phenomenon, the approach adopted relies on a descriptive methodology combining two angles of analysis: on one hand, a survey aimed at identifying the motivation levers perceived by employees; on the other hand, a correlational analysis intended to explore the nature of the relationships between individual motivation and organizational performance. These two dimensions lay the foundations for a deeper reflection on the effectiveness of internal policies for mobilizing personnel.

The study primarily targeted the human resources and accounting departments, considered strategic for observing managerial practices and work dynamics. Given the relatively small size of the company (85 employees), a random sample of 40 workers from different social and professional backgrounds was selected. Data collection was carried out through a structured questionnaire, distributed to 45 agents, of whom 40 responded in a usable manner.

This approach aims to deepen the understanding of internal motivational mechanisms and to locate their role in achieving performance objectives, while

taking into account the contextual specifics of the studied company. The study thus aims to contribute to the ongoing discussions on strategic human capital management, in relation to the competitiveness and sustainability demands of contemporary organizations.

4. Analysis and Interpretation of the Results from Questionnaires and Interviews

This section presents a thorough analysis and interpretation of the results obtained from questionnaires and interviews, highlighting key insights related to employee motivation and its influence on organizational performance.

4.1. Validity and Reliability of the Research Instrument: Interpretation of Results

The reliability of the questionnaire was assessed using **Cronbach's alpha coefficient**, a widely used statistical indicator for measuring the internal consistency of survey items. A high Cronbach's alpha indicates that the questionnaire is stable and produces consistent results when administered multiple times under similar conditions. In other words, this stability reflects the tool's ability to deliver constant results over time with the same sample.

Furthermore, the **validity** of the instrument, its ability to accurately measure what it is intended to assess is estimated based on the square root of the reliability coefficient. This approach ensures that the data collected accurately reflect the phenomena under investigation. The results obtained from the reliability tests of the items are presented below.

Table 1: Stability and Reliability – Cronbach's Alpha Coefficients

Questionnaire Axes	Cronbach's Alpha	Number of Items
<i>Material Incentives</i>	0.844	9
<i>Moral Incentives</i>	0.735	9
<i>Organizational Performance</i>	0.806	11
Total	0.894	26

The data clearly show that the questionnaire used in this study is highly reliable, with an overall Cronbach's alpha of 0.894 and subscale values ranging from 0.735 to 0.844. These figures reflect strong internal consistency, confirming the tool's robustness for field research. This aligns with the standards set by Nunnally and Bernstein (1994), who consider values above 0.70 acceptable, and DeVellis (2016), who notes that scores above 0.80 indicate solid measurement reliability.

Table 02: Pearson Correlation between Organizational Performance, Material Incentives, and Moral Incentives

Axes	Organizational Performance	Material Incentives	Moral Incentives
Organizational Performance	1.000	0.632*	0.689*
Sig. (two-tailed)	—	0.000	0.000
Material Incentives	0.632*	1.000	0.741*
Sig. (two-tailed)	0.000	—	0.000
Moral Incentives	0.689*	0.741*	1.000
Sig. (two-tailed)	0.000	0.000	—

4.2 Analysis of Correlations between Material Incentives, Moral Incentives, and Organizational Performance

- **Material Incentives and Organizational Performance**

The Pearson correlation coefficient between material incentives and organizational performance is **0.632**. The associated probability (Sig. = 0.000) indicates that this correlation is **statistically significant at the 0.05 level (two-tailed)**. This value reflects a **moderate positive relationship**, suggesting that material incentives contribute positively to improving organizational performance.

- **Moral Incentives and Organizational Performance**

The Pearson correlation between moral incentives and organizational performance is **0.689**, with a significance value of **0.000**, also significant at the **0.05 level**. This correlation highlights a **relatively strong positive relationship**, indicating that moral incentives play an important role in enhancing the overall performance of the organization.

- **Moral Incentives and Material Incentives**

The correlation between moral and material incentives is **0.741**, with a significance value of **Sig. = 0.000**, confirming a **statistically significant relationship**. This result suggests a **strong positive relationship** between the two types of incentives, indicating that they are **complementary within the organizational context**. The harmonious integration of these two forms of motivation may thus reinforce the overall effectiveness of human resource management policies.

4.3 Statistical Explanation of the Cross-Tabulation: Diploma and Job Position

The cross-tabulation of **Diploma** and **Job Position** was conducted using **SPSS** to explore the distribution of sample members across various education levels and their corresponding job positions. The results are as follows:

Table 03: Distribution of Sample Members by Diploma and Job Position

Diploma / Job Position	Execution	Mastery	Executive	Total
Primary	1 (2.5%)	0	0	1 (2.5%)
Intermediate	1 (2.5%)	1 (2.5%)	0	2 (5.0%)
Secondary	3 (7.5%)	6 (15.0%)	6 (15.0%)	15 (37.5%)
University	1 (2.5%)	4 (10.0%)	17 (42.5%)	22 (55.0%)
Total	6 (15.0%)	11 (27.5%)	23 (57.5%)	40 (100%)

▪ Chi-Square Test of Independence (SPSS Output)

The **Chi-Square test of independence** was conducted to determine if there is a significant relationship between the variables **Diploma** and **Job Position**. The results obtained are as follows:

- **Chi-Square Statistic:** 15.23
- **Degrees of Freedom (df):** 6
- **p-value:** 0.019

Since the **p-value** (0.019) is less than the significance level ($\alpha = 0.05$), we can reject the null hypothesis and conclude that there is a statistically significant association between **Diploma** and **Job Position**. This means that the level of education has a significant influence on the type of job position an individual holds.

▪ Adjusted Standardized Residuals (SPSS Output)

SPSS also provides the **adjusted standardized residuals** to identify where the most significant deviations occur. For example, the following residuals are highlighted:

- The **Secondary** group shows a significantly higher frequency than expected in **Mastery** and **Executive** positions, indicating that individuals with a secondary diploma tend to occupy intermediate to higher roles.
- The **University** group shows a significantly higher presence than expected in **Executive** positions, reinforcing the idea that university degrees are associated with leadership positions.

Table 04 : Cross-Tabulation: Educational Level × Work Seniority

Educational Level \ Seniority	1-5 years	6-10 years	11-15 years	16 years and more	Total
Primary	0	0	0	1	1
Middle school	0	1	1	0	2
Secondary	2	3	5	5	15
University	4	5	3	10	22
Total	6	9	9	16	40

Chi-Square Test Statistics (SPSS 28)

Statistic	Value	df	p-value (2-sided)
Pearson Chi-Square	13.21	9	0.154

Statistical Interpretation

A **Chi-Square test of independence** was conducted to examine the relationship between **educational level** and **work seniority**.

The resulting **p-value of 0.154** is **greater than the significance threshold of 0.05**, which means the relationship between the two variables is **not statistically significant**.

In other words, based on this dataset, **educational level does not appear to significantly influence the length of service** within the company.

Observation of Distributions: University graduates are present across all seniority categories, particularly in **“16 years and more”** (10 individuals), suggesting a trend toward longer careers among the more educated.

Secondary level individuals are more evenly spread, especially in the **6 to 15 years of seniority**.

Primary and middle school levels are underrepresented in the sample, which limits meaningful statistical comparisons for these categories.

Table 05 Results of the Multiple Linear Regression Analysis of Incentives on Organizational Performance

Dependent Variable	Independent Variable	R	R ²	F	p (ANOVA)	Beta	p (coefficient)
Organizational Performance	Material Incentives	0.713	0.508	19.078	0.000	0.268	0.020
	Moral Incentives					0.490	0.000

The multiple linear regression analysis shows that both material and moral incentives significantly influence organizational performance, explaining 50.8% of its variance ($R^2 = 0.508$). The model is statistically significant ($F = 19.078$, $p = 0.000$). Moral incentives ($\beta = 0.490$, $p < 0.000$) have a stronger impact than material incentives ($\beta = 0.268$, $p = 0.02$). These findings suggest that both types of incentives are crucial for improving performance, with moral incentives being more influential.

The statistical analysis conducted using multiple linear regression highlighted the significant impact of both material and moral incentives on organizational performance. The following regression equation represents this relationship:

$$Y = 0.268X + 0.490$$

In this equation, **Y** represents organizational performance, and **X** represents material incentives. The coefficient of 0.268 indicates that for every unit increase

in material incentives, organizational performance improves by 26.8%. The constant term of 0.490 represents the effect of other factors not accounted for in the model when there is no contribution from material incentives.

Interpretation of Results:

Material Incentives and Organizational Performance: The relationship between material incentives and organizational performance is positive and significant. This suggests that an increase in material incentives could lead to an improvement in performance. The $R^2 = 0.508$ value indicates that 50.8% of the variance in organizational performance can be explained by material and moral incentives.

Moral Incentives and Organizational Performance: Similarly, moral incentives have a significant impact on organizational performance. Their beta coefficient is 0.490, indicating that for every unit increase in moral incentives, organizational performance increases by 49%.

Table 06 : Results of the Simple Linear Regression Analysis of Material Incentives on Organizational Performance

<i>Independent Variable</i>	<i>B</i>	<i>R</i>	<i>R²</i>	<i>F</i>	<i>P-Value (ANOVA)</i>	<i>Beta</i>	<i>P-Value (Coefficients)</i>
<i>(Constant)</i>	1.744						0.000
<i>Material Incentives</i>	0.514	0.632	0.399	25.264	0.000	0.632	0.000

The simple linear regression analysis between material incentives and organizational performance in the NAFTAL company in Tiaret revealed statistically significant results, confirming the impact of material incentives on performance. The coefficient of determination (R^2) of **0.399** indicates that **39.9%** of the variance in organizational performance can be explained by material incentives, suggesting a moderate relationship between these two variables.

The regression slope, equal to **0.514**, shows that for every one-unit increase in material incentives, organizational performance increases on average by **0.514** units. This result is statistically significant, with a **p-value** of **0.000**, which is below the **0.05** threshold, allowing us to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1).

The **F** test value of **25.264** is also significant, indicating that the regression model is overall relevant and that material incentives have a substantial effect on organizational performance.

The regression equation is as follows:

$$Y = 1.744 + 0.514X$$

- **Y** represents organizational performance,
- **X** represents material incentives.

In summary, the results confirm that material incentives have a positive and significant impact on the organizational performance of NAFTAL company in Tiaret. These incentives play a key role in employee motivation and in improving performance within the organization.

Table 06 : Results of the Simple Linear Regression Analysis of Moral Incentives on Organizational Performance

Independent Variable	B	R	R²	F	P-Value (ANOVA)	Beta	P-Value (Coefficients)
(Constant)	1.187						0.004
Moral Incentives	0.670	0.689	0.475	34.415	0.000	0.689	0.000

The simple linear regression analysis reveals a **strong positive relationship** between moral incentives and organizational performance within the **NAFTAL Tiaret** company. The **correlation coefficient R = 0.689** indicates a relatively strong link between the two variables.

The **coefficient of determination R² = 0.475** means that **47.5% of the variance** in organizational performance can be explained by changes in moral incentives. The remaining 52.5% may be due to other factors not included in this model.

The **regression coefficient B = 0.670** indicates that **for every one-unit increase** in moral incentives, **organizational performance increases by an average of 0.670 units**. This relationship is **statistically significant** ($p = 0.000$), well below the significance threshold of 0.05.

The **F-value = 34.415** is also statistically significant ($p < 0.05$), confirming the **overall significance** of the model.

Simple Linear Regression Equation : $Y = 1.187 + 0.670X$

- **Y** = Organizational Performance
- **X** = Moral Incentives
- **1.187** = Constant (value of Y when X = 0)
- **0.670** = Slope (the effect of moral incentives on performance)

These results clearly show that moral incentives have a significant and positive effect on organizational performance. The model is statistically valid, and we can reject the null hypothesis (H_0) in favor of the alternative hypothesis (H_1), which posits that moral incentives significantly enhance employee motivation and contribute positively to performance at NAFTAL Tiaret.

5. Hypothesis Testing

Hypothesis 1: The motivation mechanisms implemented by the company NAFTAL play a decisive role in employee engagement and significantly contribute to improving organizational performance.

Results:

- Multiple correlation coefficient **R = 0.713** → strong positive relationship.
- Coefficient of determination **R² = 0.508** → 50.8% of the variation in performance is explained by incentives.
- ANOVA test **F = 19.078, p = 0.000** → statistically significant at the 0.05 level.
- Standardized coefficients:
 - **Material incentives:** Beta = 0.268, **p = 0.02**
 - **Moral incentives:** Beta = 0.593, **p = 0.000**

Hypothesis H1 is confirmed. Material and moral incentives have a statistically significant impact on organizational performance.

Hypothesis 2: Incentives, whether material or moral in nature, have a positive influence on employee motivation and contribute to strengthening performance within the organization.

Results (Simple Linear Regression):

- Correlation coefficient **R = 0.632**
- Coefficient of determination **R² = 0.399** → 39.9% of the performance is explained by material incentives.
- Regression slope **B = 0.514**, constant = 1.744
- F-statistic **F = 25.264, p = 0.000** → statistically significant
- Standardized coefficient **Beta = 0.632, p = 0.000**

Regression equation: $Y = 1.744 + 0.514X$

Hypothesis H2 is also confirmed. Material incentives have a positive and significant effect on organizational performance.

6. Conclusion

The study conducted within the NAFTAL company in the Tiaret region highlighted the significant impact of employee motivation through both material and moral incentives on organizational performance. Statistical analyses revealed a strong and significant positive correlation between various forms of motivation (financial rewards, recognition, development opportunities) and the overall productivity of the company.

The results demonstrate that organizational performance depends not only on material or technological resources but also on the company's ability to engage its employees through fair, transparent, and balanced motivational policies. Material incentives, such as bonuses and salary increases, reinforce professional commitment, while moral incentives, such as recognition of efforts or participation in decision-making, stimulate loyalty, creativity, and a sense of belonging.

Thus, motivation becomes an essential strategic lever for any organization seeking to strengthen its competitive advantage in an increasingly uncertain and competitive economic environment. The study also shows that well-thought-out

HR policies can contribute to creating a healthy, sustainable, and high-performing organizational climate.

Finally, this research opens the door to future investigations into equally crucial topics, such as the role of motivation in conflict management, the stimulation of creativity, and the prevention of workplace accidents.

7. Strategic Recommendations

Implement a clear and coherent reward system based on individual and collective performance. It is important to value not only measurable results but also efforts and initiatives.

Value moral incentives : Develop non-financial recognition programs such as honorary distinctions, thank-you letters, public congratulations, or opportunities to participate in significant projects.

Ensure transparency and fairness : Adopt a transparent policy for distributing rewards to avoid favoritism. Involve employees in defining evaluation criteria and goals to be achieved.

Regularly monitor and evaluate employee satisfaction : Establish regular internal surveys to identify sources of demotivation and adjust personnel management policies accordingly.

Invest in continuous training : Offer learning and skill development opportunities to enhance employees' sense of progression and utility.

Encourage participation in decision-making : Allow employees to contribute to strategic or operational choices, which can strengthen their commitment and sense of involvement in the company's success.

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