Motivational Relationship with Services Efficiency in the Economic Institution

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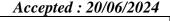
Abstract:

This study aims to find out the extent of the Algerian economic institution's interest in the employees' motivational system by relying on it as a starting point to improve the quality of its services, since the latter is considered as one of its most important objectives and thus to determine the existence and degree of correlation between the motivational policy adopted in the firm and the level of services efficiency provided therein. As a model, the field work was achieved in the "Atlas" brick factory in Bousaada. The descriptive analytical method was used by distributing a questionnaire to a simple random sample of workers and by calculating the arithmetic averages and the Pearson correlation coefficient, the following results were obtained:

- The firm under study relies on a policy of the material motivation more than the moral one.
- Quality is achieved in the services provided by the firm from the workers' point of view.
- There is a positive, medium-severity, and statistically significant correlation between the two types of motivation with the quality of the services provided.

Hence, we conclude that this function should be given great importance, as it is one of the most important inputs that create quality outputs that achieve the firm's objectives.

Keywords: Motivation, Quality of services, Material motivation, Moral motivation.

JEL Classification: M52. M11. M14

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1. Introduction:

The service quality is considered a competitive advantage that the management of the institution must employ in order to enhance the position of the institution in the market. It is the basis of differentiation between companies which requires a reliance on innovation in its performance, possessed only by the human mind. In the light of this, the importance of finding an entry to it has become clear for companies in order to have an influence on the human behaviour. Consequently, the human resources department focused on one of its central functions which is motivation because of its importance in satisfying the worker's needs as it is the main influence on his behaviour. This is reflected in the service quality provided to meet the needs of its consumers and their satisfaction as one of the most important goals that the institution seeks to achieve. Therefore, the idea came to put these concerns into a research issue by choosing the Atlas brick factory as a model of Algerian institutions by asking the following questions:

Does this institution adopt an actual stimulus policy with its workers from their point of view?

Does this institution provide quality services to its customers from its workers' point of view?

Is there a correlation between the interest in both types of motivation in the institution and the level of the provided services quality?

1.1 Research Hypothesis:

There is a correlation between the interest in both types of motivation in the economic institution and the level of the quality of the services provided in it.

1.2 The importance of the study:

The importance of this study lies on:

- Motivation is gaining an increasing importance in modern institutions, because it creates a relation between outstanding performances and obtaining motivation in the worker's mind, and thus satisfying his needs and achieving the goals of the firm.

- The great development that took place in services and their diversity, requires special capabilities from their providers to customers, so that they can create a customers' loyalty towards these institutions

1.3 Objectives of the study:

- To determine the correlation between interest in motivation in the economic institution and the level of the quality of the services provided in it.

1.4 Previous studies :

Sadfi Jamal's study/2022: A thesis submitted to obtain a doctorate in management sciences specializing in business administration at the University of Khemis Miliana entitled: The Interactive Relationship Between the Incentives and Wages System and the Performance of Human Resources in the Algerian Economic Institution; A case study of a sample of institutions. This study concluded that there is an impact of the incentives and wages system on the performance of the human resources in the telecommunications sector in the institutions under study by 48.5%, as well as the existence of an impact of performance on the design and preparation of the incentives and wages system in the same institutions by 31%. The rest is explained by other variables, including the existence of a direct relationship between the incentives and wages system and the level of performance of human resources.

Samer Somaya's study / 2020: An article published in the Journal of the New

Economy entitled Evaluating the Reality of the Application of Human Resources Management Strategies in Hotels and their Impact on the Quality of Services; a field study of a sample of workers in Malas four-star hotel. This study concluded that the hotel establishment follows an effective human resources management strategy in addition to the presence of quality in the services provided to clients. The researcher concluded that there is a strong relationship and impact between the human resource management strategy and the quality of the hotel services.

2. Incentives:

2.1 The concept of incentives:

Psychologists define motivation as: the motivator or stimulus of one's behaviour.

It is the efforts made by the administration to urge workers to increase their productivity, by satisfying their needs, provided that this is characterized by continuity. (Al-Sirfy 2007, 235)

2.2 The Importance of incentives:

The importance of incentives can be determined in:

- Increasing work production in more quantities and higher quality which leads to increased sales and profits.
- Reducing the percentage of work turnover, i.e. optimizing the use of human and material resources.
- Satisfying the needs of workers, reducing and absorbing conflicts.
- Increasing the spirit of loyalty and belonging among the employees of the firm.
- Develop the spirit of cooperation, solidarity and positive work atmosphere among the employees. (Maher 2004, 237)

2.3 Types of incentives:

The most important criterion on the basis of which incentives are categorized is the form or subject as a distinction is made between two types of incentives, material and moral. (Ahmed 1993, 90)

It can be noted that providing these two kinds of incentives is called positive motivation and preventing them is called negative motivation.

2.3.1. Material incentives: These are the incentives that satisfy the worker's material needs and are divided into: (Mustafa s.d., 380)

2.3.1.1. Direct material incentives: the most important of which are:

- Base Pay: It is the financial compensation for the worker's effort. (Al-Salami 1985, 306)
- Periodic bonuses: They are annual incentives for a specific performance. (Maher 2004, 244)
- Production Incentives: Offered in exchange for daily or monthly performance and discipline.
- Bonuses for overtime work: It is calculated by multiplying the number of hours by the amount of an hour.
- Rewarding employees' suggestions: It is given in return for ideas to improve work methods or product quality.
- Participation in profits: It is a deducted percentage of the company's profits distributed in cash once or more during the year.
- Promotion: The worker's transfer to a job of better standing, which may be followed by an increase in salary.

2.3.1.2 Indirect Material Incentives:

It is represented in the social services provided to the worker such as: nutrition, transportation, housing, insurance, health services, education and entertainment services... (Maher 2004, 236)

2.3.2 Morale Incentives:

They satisfy the personal and social needs of workers. (Zoelef 1998, 235)

This type of incentives is divided into two: (Mustafa s.d., 388)

2.3.2.1. *Work-related incentives, the most important of which are:*

-Characteristics of the work: It is the compatibility of the knowledge, skills, tendencies and aspirations of the worker with his job.

-Work design: shaping the tasks assigned to the worker in terms of simplification, complexity, enrichment, variety... (Abbas et Ali 1999, 187)

2.3.2.2 *Incentives related to the work environment*: the most important of which are:

- ***Effective supervision:*** Provides constructive features in the supervisor, and the creation of positive interaction between him and his subordinates.

- ***Physical working conditions:*** These are the physical conditions: lighting, ventilation, heat, noise...etc.

- ***Relationships at work:*** It is necessary for the worker to form harmonious relationships with his colleagues.

- ***Participation in management*:** Motivating the worker to participate in solving problems and making decisions.

- ***Competition:*** It is a stimulus for the desired behavior, as he competes with oneself and one's peers.

- ***Appreciation and recognition of services:*** The worker looks forward to the management's recognition of the services he has accomplished by the. (Mustafa s.d., 338)

3. *Quality of services: concept, importance, dimensions.*

3.1 *The concept of services quality:*

The service:

A service is a set of activities related to achieving certain benefits for the customer, with or without a charge. (Ramadan et Jude 2003, 307)

Quality of services:

Quality in services means the value obtained by the customer, which satisfies his needs and satisfies his expectations. (Langeard 1994, 26)

3.2 *The importance of service quality:*

The quality of service has become of great importance to achieve the success and stability of institutions in the current era, concerning regardless productivity or service, due to the increasing intensity of competition and the multiplicity of institutions that provide the same service and the development of customers' needs. (Daradkeh 2006, 194)

3.3 *Dimensions of service quality:*

There is no agreement about the dimensions and sub-variables of each dimension, but the famous papers presented by (Berry, Parasuraman and Zeithamal) about measuring the quality of services and determining their main dimensions is one of the most important contributions to marketing thought. They managed to present the famous gaps model (pzb) which was called the servaqwal model, which presents the ten main dimensions that the customer searches for in order to judge the quality of the service provided, which are:

- ***Reliability***: The organization's ability to fulfil its promises and perform the service in a correct manner and from the first time.

- ***Speed of response***: The willingness of employees to provide the service, initiative and respond to customers' inquiries.

- ***Ability and skill in performing the service***: The availability of the skills and

experience required for employees and the availability of the skill necessary to conduct research to raise the level of service quality.

- *Ease of access to the service*: The ease of the customer's contact with the institution, and the convenience of his waiting time for the service.

- *Empathy with customers:* Good appearance of workers, respect and a decent standard when dealing with customers.

- *Communication*: Listening to the customer and providing him with the necessary information in the language and style that suits him.

- *Credibility*: Trust and good reputation of the institution and its name through the characteristics of service providers.

- *Security:* Being away from risks, and the availability of a high degree of privacy and confidentiality in dealing with customers.

- *Understanding the needs of customers* by creating effective information portals to study the customers' needs and requirements.

- *Material facilities:* Providing the means and equipments used in the performance of the service, such as the design and internal organization of the institution, the attractiveness of the buildings... (Berrish 2006, 206)

4. *Methodological procedures of the study.*

4.1 The method used: Based on the nature of this study, it relied on the descriptive analytical method, which is characterized by a global view and the association of describing the case with its analysis, and then extracting the main results and indicators.

4.2 *The Place where the study was conducted*: The research was conducted in the Atlas brick factory in Bousaada.

4.3 *The Population and sample of the study*: It consists of the employees of the institution, who were about 163 workers, and due to the difficulty of applying an inclusive inventory method due to several factors, we chose to do the survey by means of a random sample. Thirty forms were distributed randomly to 18% of the total number of the institution workers.

4.4 *Data collection tools:* We designed a special questionnaire with the two variables, after reviewing many studies and scientific researches related to the subject. It was divided as follows:

-*The first part:* It focuses on the sub-dimensions of the independent variable "motivation", which are: material incentives and moral incentives.

-*The second Part:* It focuses on the sub-dimensions related to the dependent variable "quality of services", which consisted of four basic dimensions: reliability, response, sympathy with customers, and safety.

4.5 *Scale stability:* In order to verify the stability of the scale, Cronbach's alpha coefficient was calculated, which amounted to 0.727. It is a value of high statistical significance which indicates a high correlation and proof relationship between the questionnaire statements. This proportion of 72% is statistically acceptable, and this is considered sufficient to judge that the scale has acceptable stability indications.

4.6 *The statistical analysis methods used in the research:* In order to achieve the objectives of the research and analyze the collected data, we relied on a set of statistical methods, with the help of

(Statistical Package for Social Science) SPSS

- ***Measures of descriptive statistical analysis: Weighted arithmetic means*** to know the trends of the study members towards each paragraph or dimension.

- ***Inferential statistical analyses: through:***
  "Cronbach's alpha" stability coefficient to check the internal consistency of the questionnaire statements.

- ***Pearson's correlation matrix*** to determine the form of the relationship between the independent and dependent variables.

5. Data analysis process

5.1 Descriptive statistics of the research Variables:

This is a presentation of the results of the statistical analysis of the data, which is the value of the arithmetic means of the paragraphs related to the answer to each of the research questions. Accordingly, if:

The arithmetic mean is from [1.1 - 79]: The respondents' attitude is not completely in agreement.

The arithmetic mean is from [2.59 - 1.80]: The respondents' attitude is not in agreement.

The arithmetic mean is from [3.39 - 2.60]: The respondents' direction is neutral.

The arithmetic mean is from [4.19 - 3.40]: The respondents' direction is in agreement.

The arithmetic mean is from [5 - 4. 20]: the trend of the respondents is highly agreeable.

5.2 Answering the study questions:

5.2.1 Answering the question: "Does this institution adopt an actual stimulus policy with its workers according to their point of view?"

In the following, we will calculate the arithmetic averages of all the sub-variables of the independent variable, by summing up the averages of the paragraphs that make up each dimension and dividing them by the number of paragraphs. The results are shown in the following table:

Table1. Arithmetic means of the dimensions of the independent variable and the direction of the answers

	Arithmetic mean	sample	rank	trend
Material incentives	3.61052	30	1	approval
Morale incentives	3.08632	30	2	Neutral

Source: Prepared by the researcher based on the results of the survey

It is clear from Table No. 01 that the arithmetic means for measuring motivation and its types that represented the sub-dimensions according to the study model were medium, so the material incentives came in the first place, carrying an arithmetic mean of (M = 3.61052), which indicates the approval of the sample items on the approach adopted in the material stimulation process, then comes the moral stimulation with a mean of (M = 3.08632). Thus, this type has obtained a lower percentage compared to the other type of motivation. Therefore, the methods used in the policy of moral stimulation by the management of the institution in question, starting with good treatment, to presenting certificates of gratitude, and ending with participation in decision-making.

5.2.2 Answering the question: "Does this institution provide quality services to its customers according to its workers point of view?"

We have calculated the arithmetic means of all the sub-variables of the following

variable, by summing up the means of the paragraphs that make up each dimension and dividing them by the number of paragraphs. The results are shown in the following table:

Table 2. Arithmetic means of the dimensions of the dependent variable

	Arithmetic mean	Sample	Rank	Trend
Reliability	65793.3	30	4	OK
Response	163175.4	30	1	OK
Empathy	7579.3	30	3	OK
Security	136825.4	30	2	OK

Source: Prepared by the researcher based on the results of the survey

It is clear from Table No. (02) that the arithmetic means for measuring the quality of services and its sub-dimensions according to the study model were above the average. So, the response which came first with the highest dimension carrying an arithmetic mean of (M = 4.163175), was followed by the dimension of safety with an arithmetic mean of (M = 4.136825). The dimension of sympathy with customers obtained an arithmetic mean of (M = 3.7579) while the dimension of reliability got the lowest level with an arithmetic average of (M = 3.6579).In general, this result indicates that the sample members in the studied institution expressed their approval of the quality of its services.

5.2.3 Answering the question: "Is there a correlation between an interest in both types of motivation in the economic institution and the level of quality of services provided in it?"

Through this element, we will study the correlation of types of motivation with the sub-dimensions of services quality, and then know the correlation between the exploited variable (motivation) and the dependent variable (services quality). The following table shows the relationship between the sub-dimensions of the two variables to determine the types of motivation affecting the quality of services in their dimensions.

Table3. The degree of correlation between the types of motivation and services quality dimensions

		Reliability	Response	Empathy	Safety
Material Incentives	**Pearson correlation coefficient**	0.331**	0.218*	0.073	0.256*
	Sentiment level	0.001	0.034	0.484	0.012
	Sample size	30	30	30	30
Morale Motivation	**Pearson correlation coefficient**	- 053 -	0.213 *	0.210 *	0.161
	Sentiment level	0.610	0.039	0.041	0.120
	Sample size	30	30	30	30
*. Statistically significant at the level of significance 0.05					
**. Statistically significant at the level of significance 0.01					

Source: Prepared by the researcher based on the results of the survey

Through the above table that measures the correlation between types of motivation and variables of service quality, we note:

5.2.3.1 The correlation of material incentives with the dependent sub-variables:

The correlation between the material stimulus and the dependence dimension is weak, as the correlation coefficient was estimated at 0.331, which is statistically significant at the level of significance of 0.01. As for its relationship with the dependent sub-variable response, it is a weak relationship, as the correlation coefficient was estimated at 0.218, which is statistically significant at the level of significance of 0.05.Its relationship with the sub-variable safety is a weak relationship, as the correlation coefficient was estimated at 0.256, which is statistically significant at the level of significance of 0.05. Finally, it has no relationship with the sub-variable empathy with customers.

5.2.3.2 The relationship of moral incentives with the dependent sub-variables:

The correlation between moral motivation and response is weak, as the correlation coefficient was estimated at 0.213, which is statistically significant at the level of significance of 0.05. The relationship with the sympathy with customers dependent sub-variables is weak, as the correlation coefficient was estimated at 0.210, which is statistically significant at the level of significance of 0.05. Finally, it is not related to the dependency and security sub-variables.

5.2.4 Studying the relationship between the main study variables:

The results are shown in the following table:

Table 4. The degree of correlation between motivation and service quality

		Quality
Incentive	Pearson Correlation Coefficient	0.493**
	significance level	0.000
	sample size	60
**. Statistically significant at the level of significance 0.01		

Source: Prepared by the researcher based on the results of the survey

The above table shows that Pearson's correlation coefficient equals 0.493, which is a positive value at a level of significance of 0.000, and therefore motivation has an effect on the quality of services, which indicates the existence of a medium correlation between them in the institution at a level of significance of 0.01.

This was confirmed by each of the two previous studies, given that the quality of the services provided is one of the criteria for evaluating the level of workers' performance. Sadfi Jamal's study concluded that there is a direct relationship between it and the motivation system. Moreover, since the latter is one of the most important pillars of the strategy of human resources management. Sumaya Samer's study indicated that there is a strong impact of his (incentive

system) on achieving the quality of services in the economic institution.

6. Conclusion:

It has become clear that the human resource is the source of thought and creativity, and it is able to operate and employ the rest of the available material resources. It is considered the only resource that is not subject to diminution, obsolescence, or imitation. On the contrary, it is constantly increasing and renewed, and motivation is one of the most important activities approved for the purpose of investing in it and promoting it to the level required to achieve the goals of the institution.

7. Recommendations:

- To give a great importance to the both types of incentive.
- To employ specialists to study employee needs and their changes.
- Allocate an appropriate budget for this function as it is an investment in the human capital

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