



Attitudes of users of the industrial economic corporation Sonatrach Skikda towards the incentive policies applied there

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Abstract:

This study deals with important points of the stimulation process and the attitudes of the users of the industrial economic corporation Sonatrach Skikda towards the stimulus policies applied in it, due to the recent development imposed by the economic and cultural dependency, which prompted our national institutions and organizations of an economic and industrial nature to keep pace with modernity in adopting everything new in every field. Organizational fields and the field of human resources management, which is what Sonatrach has defined in Skikda in its new orientation with regard to the general incentive policy for its human resources.

keywords: motivation; human resources; rewards; economic enterprise; Sonatrach Compan

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1. INTRODUCTION

The global development imposed by both economic and cultural globalization imposed a reality on all organizations and whatever its economic activity is to pay attention to the human element or what is currently known in the language of management of the human resource, Which is considered the most important capital on which modern economic organizations are based, and for this, within our current specialization, which is represented in organizational sociology, which is one of the most important study investigations in it is the interest in studying work relations and interest in the socio -organizational aspect in which these relations are manifested.

2. Research problem:

In dealing with the emerging organizational problems in modern industrial economic institutions, the reality of interest in developing all the mechanisms and mechanisms of the effective management of its human resources is imperative, In all parts of the world, we find our national institutions and organizations with economic activity and the industrial nature themselves forced to keep up with modernity in adopting everything new in all regulatory areas in general and the field of human resources in particular. The fact that this function itself is a function that runs human resources is currently in various organizations facing many bets imposed on them to maintain the continuity of economic and industrial institutions and achieve their effectiveness in developing and improving their production, but this does not come, of course, these organizations are to achieve and reach it Unless they have effective effective systems and effective mechanisms to run these resources, she has always considered a function that runs human resources a multidimensional function and fields within various economic institutions and organizations, as they are not a result of today or coincidence but have evolved and crystallized over many years (Gebeel, 2007, PP. 19 -25).

If we review the global history of Baraz and the development of a function that runs human resources within the organizations and factories, we find it crystallized, slept and developed since the twenties of the last century. The rest of the financial, commercial and even productivity jobs (at the beginning) present or problem for the organizational structure of the organization or organization since the beginnings of the formation of the industrial and administrative world, were characterized by smallness, of course, in size and job as a result, bearing the name of the interests of individuals and social relations. It did not develop into an independent part of the organization like other sections of the aforementioned; Except with the arrival of the seventies of the twentieth century, and as a result of this, this function graduated in the development in form and tasks to the present day, and by the arrival of the nineties of the last century, it witnessed a fundamental

change in the concept and the goals that were founded on it, She became known as the Strategic Management of Human Resources, according to the 'Schulaler' and 'JAKSAN' 1987 .

That is why our current study sought to shed light on the phenomenon of stimulus or stimulus of both types, whether material or moral, applied within the Algerian economic organizations and an important sector of the national economy, which is the industrial sector, and this, of course, given that the stimulus function is one of the major theoretical investigations in the competence of managing and managing resources humanity as well as one of its most important jobs .

We have chosen as an applied field for our theoretical study of the Petrovagazi industrial field and as a representative of the best representation of Sonatrach, which is one of the largest and most important public economic companies in Algeria as the actual field of our study had a kind of privacy in its running policies in general and the policies of human resource management in particular.

To say more accurately that the subject of the current study will be limited to focusing on the motivation variable that establishes the current problematic proposition that is based on analyzing and studying all its dimensions and indicators emanating from it in order to understand the general policy of human resources management in its embodiment and application within the company currently. Among them is the subject of our current study. The function of managing and managing human resources in a company the size of Sonatrach Petrogazia is not a simple or random matter, as it faces real bets at the same time. And contributing to the largest percentage of the revenues of the Algerian economy, since most of the national income of our country is the source of the petroleum rent, and therefore we can conclude the size of the responsibility assigned to the managers, whether direct or indigo for individuals or human resources within this company, as these resources are the director of the production wheel, so the function of managing and running resources is Humanity within the Sonatrach Foundation has changed, improved and developed in form, tasks and content (since) years ago, Since its establishment in the seventies to this day, after most of its tasks were limited to simple tasks that cannot be related to the supervision of employment, selection and appointment operations, This went beyond setting plans for different wage policies, supervising training, estimating future needs in terms of employment, training, and promotion, leading to motivation or establishing various incentive systems of rewards, which are an important element in motivation of all kinds, including incentive rewards, rewards for profit increases, additional wages, and the two-reward reward system. collective and individual .

The primary goal of all these studies is to stand and focus on the necessity and imperative to stimulate the workforce within the organization to ensure organizational effectiveness, including the maintenance of human energy from waste and loss by defining it, This motivation obtained is suspended on a prerequisite according to these studies, of course, is the correspondence of the material incentive to the level of expectation that the worker drew for him is the first place, which is known as the internal reward in exchange for the external penalty, otherwise we recorded as a result of it a great frustration, and an inevitable decline in the size of the motivation, and from it decreased the stimulation of resources Humanity is in a large way, and these expectations were separated in determining the theories of operations for expectation and value

With all the hypotheses about motivation and its causative and influential factors and other indicators related to this basic organizational variable to run and manage the human resource, it is clear to us that it is very related to motivation and influencing the organizational behavior of workers, and this is what made us establish the presentation of the problem currently in our study, which is the position it occupies In organizational sociology, work, It is considered one of the biggest investigations that still needs study and research, as well as our desire to dissect the reality of the case for the system of material stimulation in itself and its location within the generally easy policy of managing and running human resources in the Sonatrach Foundation Skikda, and knowing what are mechanisms, mechanisms and methods used in its application currently from the party Sigher management or sub -departments to run human resources at the level of the company's vehicles, our field of study, As well as knowing the challenges that he is currently facing and the stakes imposed on them with the large size of workers within this company as an influential factor, and this is by analyzing the different professional socio factors for the nature of the human resource present at the company level, and how they deal with it and accept it for the type of material motivation system applied to it, and we do not forget to indicate the feature of the site The Petrojazi company, Sonatrach, similar to its counterpart from national companies within the economic sector, is its continuous change of material incentive systems every period of time.

The central question of the study: What is the location of the incentive system in the general management policy for the management and management of human resources in the petrogas industrial corporation - Sonatrach - in Skikda?

The following sub -questions are branched from:

-What is the reality of the case of the physical stimulation system within the Petrovagazical Industrial Corporation - Sonatrach - Skikda?

-Does the motivation system apply according to the legislative system stipulated in the Algerian Labor Law in this regard, or does the company have a legal framework for its own?

-What are the most important mechanisms adopted by the management and management of human resources in their application of the system of material and effective stimulation within the Sonatrach Industrial Foundation in general and the compound is the field of study in particular?

-What are the positives of the new material motivational system currently applied within the institution and what are its shortcomings?

-If the incentive system applied by the human resources management department in the petrogas company is effective, then what is the reason for the job instability resulting from the application of a new wage system since 2007? Workers' needs.?

-How effective is the new wage system 2007 as a material incentive system applied by Sonatrach-skikda ?

3. Hypotheses:

The assumption is a basic engine that measures the sincerity of the study or not, and the proportions of its achievement in the actual field, so we had to build hypotheses that are the field of study, to test its sincerity or not, so we formulated a general assumption and partial assumptions that were formulated as follows:

General imposition:

The material stimulation system occupies an important place and a great priority within the general running policy of managing and managing human resources at the Industrial Corporation - Sonatrach - Bassikda.

Partial hypotheses:

The stimulus system applied within Sonatrach Skikda contributes to increasing and developing workers' job performance.

The update and renewal of Sonatrach for its motivational system in 2007 is evidence of its implementation of the two strategic management of human resources and competency management.

The material and moral stimulus system applied at the level of the Sonatrach Company - it occupies priority and lead within the rest of the management and management of other human resources.

The physical stimulation system is performed by the optional and dramatic promotion that is applied by the company-Sonatrach-stimulating company and achieves job satisfaction with workers.

The stimulus system applied by Sonatrach Skikda achieves functional stability of human resources and reduces work rotation.

The new wage system 2007 seeks to achieve social justice within the Sonatrach establishment for its principle of entitlement or reward in exchange for the quality of job performance.

Increasing the granting of the material incentive to workers by Sonatrach Skikda increases the organizational loyalty to workers towards the institution.

The process of periodic complementary functional training increases the motivation of human resources in the company- Sonatrach- Skikda.

4. Justifications and objectives of the study:

The justifications and motives are considered as a driving force that moves the researcher to carry out his research and gives him sufficient reasons to conduct his research and choose his topic with all scientific objectivity. Sociology is the development and management of human resources and deals with the current issues raised at the level of various economic organizations in general in our country in general and in the company Sonatrach in the field of study in particular .

1- The large labor movement since 2008 at the national level in demanding wage increases, which was evidence of the absence of social justice in the distribution of material rewards, if not randomness in that, due to the absence of incentive systems based on sound scientific foundations and standards within national institutions in general and economic ones with petrogas industrial activity Particularly, which represents a sample and field for our current study.

2- The uprising of Sonatrach workers in the field of our current study since 2006 due to the delay in the payment of bonuses and material allowances due from the workers; Which led it to a comprehensive change in its motivational system and wage policy, and this is what made us try to shed light on the issue of material motivation within the company, excluding other topics related to the management and management of human resources in the company.

3- The most important reason is that the financial incentive is the most important requirement for the human resource within The institution in all sectors of economic or service activity to achieve job satisfaction for him. Therefore, we chose the subject of the study to look into the reasons leading to job dissatisfaction and job stability due to the weakness or absence of the motivation factor.

5. The importance of the study :

For any scientific research at the methodological level, it has two importance Theoretical importance and applied importance :

5.1 Theoretical importance :

The importance of the research is due to the importance of the motivation variable in the sociology of human resource management and the fact that this is a focus of attention for many theorists and scientists in the field of sociology of organization and work since Many years and to the theoretical reference and the balance of scientific knowledge is rich in such research on the subject of motivation and motivation for the largest evidence of this, but the difference that we want to make through our current study is to adapt this amount of knowledge and theoretical heritage in the theories of organizational sociology on the subject of motivation with the current data and indicators available on The level of economic organizations in our country.

5.2 Practical importance :

The applied importance lies in the fact that the issue of financial incentive occupies great importance currently on the organizational scene in the majority of economic or service institutions. Therefore, the practical objective of our study was that we are specialists in the sociology of human resource management through our current study, which sheds light on the issue of financial incentive within economic organizations in an attempt Simple, through our critical scientific study, assisting human resources managers and officials in their capacity as administrative decision makers in re-evaluating the motivational system for the workers of economic institutions in general and the institution in the field of study in particular. national level; Namely, the company - Sonatrach - in Skikda in a comparative study as well as the theoretical approach to the motivation variable in practice.

6. The conceptual system of study (conceptual system) :

The conceptual framework of the study constitutes the background and the path that defines the content of the study, and it is a necessary step for any scientific research, especially in the field of social and human sciences, given that the concept has become a methodological tool that guides the study, from its beginning to its end, and as long as the concept has become a methodological tool It also indicates the significance of what the study inhabits in the theoretical and empirical framework. The current study establishes the following concepts, which we decided to divide into basic and secondary concepts that serve our study. With regard to the basic concepts, we will organize them within a set of procedural definitions specific to the two main variables of the study. Therefore, the basic concepts can be limited to each of the following:

6.1 Basic Concepts:

It includes each of the following concepts:

Human resource management process: Many approaches were adopted in defining this concept, which is considered the main and independent variable for our current study,

where (ouktouf, 1986, p. 10) we considered the precise definition of the variable after dividing it into two parts. First: We will discuss a brief definition of the management process from both socio-economic perspectives, for example but not limited to, which according to the scientist Frederick Taylor: "Management is represented in the function of carrying out things through others." The Algerian writer Professor Mounir Al-Nouri also defines it as: "the concept of Management in general is the organization of individual and collective efforts to achieve specific goals with efficiency, effectiveness and humane means, as the human element is the main axis for the completion of any work and whatever material resources and organizational structures are available, they remain raw materials that must be managed and managed by the human element.

In the light of this definition, the Algerian writer, Dr. Mounir Al-Nouri, who has the same definition, presents a specific concept for the process of managing human resources as: "a set of decisions and policies that enable obtaining, in a timely manner, human resources with the required competencies, qualifications, knowledge and capabilities, motivating them and developing their capabilities to be able to carry out activities." Or jobs and assume responsibilities for the continuity of the life of the institution.

On this basis, we can define the function of managing and managing human resources in a procedural definition as: "The function that makes optimal use of human resources at all levels of the organization in order to help achieve goals. material, energies and information directed towards obtaining, using, developing and motivating human resources to ensure the maintenance of human capital, in order to achieve the integration of individuals in their institutions, and its role is represented in the human system of the institution, and thus the process of managing human resources may include in general each of the basic operations, such as planning and managing flows Work, job analysis, selection of human resources, performance management, personnel formation, incentive systems, wages, organization and recruitment, leadership and control" (ouktouf, 1986, p. 11.)

The French writer also defined it as: "selection, use, development, and compensation of the human resources working in the organization." Sikular also defines it as: "a job that includes all of the organization's employment planning processes, selection, appointment, and evaluation of personnel, training, development, compensation, salaries, and evaluation of social and health services."

John Storey defined it as: a set of intertwined policies with ideological and philosophical support. The world proposes four aspects that contribute to defining the basic meaning of managing and managing human resources.

The Michigan School of Human Resources 1984 defined it as: “Human resource systems and the general structure of the organization should be managed in a manner consistent with the strategy of the organization as a whole based on the use of an identical formula and model; that is, it is a process that involves four main operations or functions, which are each of the selection that includes matching Human resources with available jobs, evaluation and reward systems, and it is one of the most important untapped tools that are misused administratively in directing the performance of the organization. between the organization and its employees; i.e. its human resources.

Let us conclude a comprehensive and representative procedural definition of the concept of the process of human resource management and development in modern organizations as: “That administrative activity represented in the development of complete planning for the human sector that guarantees the continuity of the presence of working resources that the organization needs”.

From the above and after our analysis of the concept of the first independent variable of the study, which was: the concept of the process of managing human resources, we will now analyze the concept of the second variable, which is the concept of the process of stimulating the human resource, which is likely to many approaches developed by specialists and scientists in the field of organizational sociology of work or psychology of work Or the science of management, the concept of motivation or motivation intersects the various disciplines alike.

6.2 The concept of motivation and its importance:

Motivation is an important basis for ensuring the achievement of the goals that the organization seeks to achieve, as it is not sufficient for the best people to be appointed in terms of competencies and capabilities, but the desire to work with the human element employed work is available, and this is only through following modern means to motivate them, as motivation It differs from one individual to another and from an organizational level to another and before discussing the concept of motivation. Some severe concepts must be clarified (Western, 2007, page 130):

The basic concepts associated with motivation:

The concepts close to the concept of motivation can be defined in each of:

Motivation: A group of active internal factors and forces directing the behavior of the individual, that is, the motive is the desire and internal forces that move the individual to perform certain actions, and on this basis behind every behavior is a motive, behind every motive is a need, and behind every need is a reason, and the behavior always seeks to achieve a specific goal, while the process of feedback It provides a directive to the

continuation of behavior in the event of failure to achieve the goal or to stop the state of achieving it (Al-Baqi, 2000, pages 20-23).

Need: expresses the lack and deprivation of something, which causes stress and anxiety, and represents natural desires that the organism aims to achieve and satisfy in order to reduce this stress.

And we can clarify the correlation between the motive, the stimulus and the need as follows: the stimulus stimulates the motive that activates the need shown by the stimulus and the motive is convinced of it, so the individual moves translating that with behavior to achieve the need.

The concept of motivation: 'The general meaning of incentives can be summed up in external factors that indicate the rewards that the individual expects to practice a specific work; That is, it represents the returns through which the motives are consulted and moved, and from it the incentive is the external stimulus that satisfies the need and desire generated by the individual from his performance for a specific work, as the effectiveness of incentives depends on the extent of their compatibility with the goals of individuals, needs and desires.

Al -Hafiz is also defined as the opportunities and means provided by the administration of organizations in front of working individuals to provoke their desires and create their motivation in order to seek to obtain them through work and proper behavior in order to satisfy their own needs, because they are external factors and effects that encourage the individual and motivate him to perform better.

Ali Abd al-Wahhab defined it as “the method, means, or tool that provides the individual with the required satisfaction, in varying degrees, of his deficient needs” (Kamel, 1999, pages 24-25), and Muhammad Uqla defined it as “the set of factors that management prepares for workers by mobilizing their human capabilities, which increases their The efficiency of their performance of their work in a greater and better way in a way that achieves their needs, goals and objectives and in a manner that achieves the goals of the organization” or that it is “the means that guarantees the continuity and success of any efforts with the completion of the goals and the upgrade of the level of performance, as well as charging the intellectual, innovative and productive faculties of the workers.” Del Beach defined it Dale beach: that it is the human desire to respond to the requirements of the organization or to achieve its mission and goals”.

As for Mansour Fahmy, it is defined as: ' To clarify the nature of the organizational motivation, we add the preceding analyzes and approaches about the concept of the variable of the current study.

Through the analysis that the writer provided about the nature of the incentives 'Omar Mahmoud Ghaben' and since the incentive is the power or internal feeling that moves and stimulates the behavior of the individual to satisfy certain needs and desires, and more specifically it is the medieval variable that can be observed directly affecting the behavior of the working individual only sees only Through the direct behavior of the individual within the organization, we conclude that it was a stimulus or not by observing the effort that it changes in performing that work, and here the accidental indicators of motivation are measured, not motivation itself, If we notice that a factor produces from the other, we conclude that it is more incentive than the other, and this conclusion was done indirectly, as the behavioral scientists agree that all types of behavior are stimulating, even if there are certain reasons that lead to the individual to do a specific work and this means that human behavior is designed to achieve Certain goals, which is the desire to satisfy certain needs, and the relationship between behavior and needs can be described (Kamel, 1999, page 25).

Incentives must be based on a conscious study of the workers' motives and their different needs, as the incentives and motives are what draw the individuals' directions and goals, and direct them to determine the nature of the work they choose. Suggesting a comprehensive definition of administrative incentives, the concept of which stems from the previous definitions, which is:

The procedural definition of incentives:

Incentives are also defined as the opportunities and means provided by the management of organizations to working individuals to arouse their desires and create motivation for them to seek to obtain them through work and behavior proper, in order to satisfy their own needs, because they are external factors and influences that encourage and motivate the individual to perform better within organizations”.

After completing the presentation of the basic concepts of the study, we will be exposed to secondary concepts such as the system as well as the concept of the economic institution, as this variable also represents the actual field of the current study (Maher, 1999, page 30), because it was difficult to give a clear definition of the concept of the economic institution, we will provide two basic definitions of it representing Two somewhat different approaches are in the same context.

Definition of 01: 'It is that economic, technical, legal and social form with the aim of producing goods or means of production or providing various services.'

Definition of 02: 'A set of human energies and natural material resources, whether natural or material, which occupy themselves according to a specific composition in order to accomplish or perform the tasks entrusted to society'.

The second of the secondary concepts on which our current study is based is the concept of system or system which is inevitably linked to the motivational process.

The word system is derived from the word system originally which can be clarified through the following two definitions: A specific specific goal or is simply a group of interacting systems.

A group of parts or sub-systems whose relationships overlap with each other and the system that includes them, and each part of which depends on the other in achieving the goals sought by this total system.

The system:

an integrated self-structure whose components are interconnected structurally in reciprocal relationships of influence, dynamic interaction, adaptable, characterized by openness and non-closure, and concerned with the meaning of administrative organizations and institutions with problems related to them comprehensively. The fundamental difference between the two concepts is determined by (Maher, 1999, p. 31) The system is an integrated self-structure that focuses on relationships, while the system is an integrated whole that looks at the whole and the elements. As for our reliance in the current study on the concept of the system and its association with the independent variable of the study, which is the motivation system, this is in terms of it carrying the mixture in which all the special concepts overlap. In research because the processes of incentives and rewards and what the worker receives in terms of penalties are inevitably linked to a specific and specific field which is the system, in other words the industrial system as we mentioned in the title of the research itself and as it is distinguished by the field of the current study which is represented in the Sonatrach Skikda institution of economic nature and industrial activity (Al-Siddiqi, 2006, page 80)

7. The methodology used in the study :

There is a close relationship between the subject of the research and its methodology, because the topic is the one that determines the appropriate methodology for its study, and the methodological sources are a necessity to achieve the linkage between theory and field, and that the best approaches adopted in scientific or social research are those that adopt The curriculum mixes with each other to intensify the analysis of social phenomena accurately, as well as the process of separating economic phenomena from social and psychological in one organization, and accordingly, the

approach of our current research is a comprehensive approach between the three social, economic and psychological aspects, The fact that we will study social relations between workers and administration in the organization in the field of study, and psychological, as they are concerned with studying and analyzing the motives of work to obtain incentives, rewards, job satisfaction and economic, because it is for each party, whether the organization or workers, has the interest, as the worker seeks to improve his financial condition by obtaining incentives, rewards and an increase in salaries makes it A more productive and seeks to make a profit for the organization.

Our current study relied on basic curricula, which is primarily the descriptive analytical approach, as well as the comparative approach, the statistical approach and the social measurement approach.

7.1 The descriptive analytical method was used in studying, analyzing, and revealing the interaction between workers and the Sonatrach Foundation, since we are in the process of studying a multi-faceted subject, economically, psychologically, and socially. Therefore, we had to use an accurate description to remove the studied phenomenon, the subject of research, by monitoring all the data obtained, variables, and indicators in the field, since this approach It is also one of the most important curricula that studies causal relationships and analyzes the correlations between variables by analyzing the elements present in them. It was used in our current study in order to analyze the phenomenon of motivation, motivation, and rewards for the human resource in the Algerian public economic organization (Siddiqui, 2006, p. 81).

7.2 The quantitative statistical method: The statistical method can never be dispensed with in relation to social studies due to its importance, especially in terms of quantity. It has been employed within our current study for sampling, sample calculations and determining its size, as well as converting the theoretical data of the study into accurate statistics to verify the correlation of the study variables. With each other.

7.3 Social measurement: We relied on it since it is very directed in terms of enabling it to measure social relations, job satisfaction, organizational loyalty, morale, professional stability and other variables that overlap to determine the correlation between the two variables. in the form of different degrees and accurately .

8. Foundations and measures of giving incentives at the Sonatrach Skikda Foundation:

The characteristics of the stimulus system applied at the Sonatrach Skikda Foundation:

Current wage components at the Sonatrach Skikda Foundation:

The stimulus system at the Sonatrach Foundation is characterized by a hurry block, as follows:

-The basal wage+ rewards and compensation directed at the basal wage: (which is the fixed part of the wage) that contains both the PRI's individual payment grants and the grant of the collective return that is calculated according to what is decided by the institution, whether every three months or every month (Sonatrach Skikda Foundation - Pipeline transportation compound -: The Department of Public and Financial Administration - Administrative Documents - January 2016), adding all this is calculated according to the proportions given to each of the socio -professional categories, the workers of the administrative departments or the technical technical departments, which are ranging from 8 % to 25 % (The ratio of the professional category belonging to it.)

Bonuses and compensations not related to the base wage - the variable part of the wage - la prime d' intéressement -

annual thirteenth month bonuses:

administrative responsibility grant and is granted to administrative officials such as heads of departments who hold a wage degree of 23prs in addition to compensation for experience and professional seniority - that every worker works In difficult working conditions or working in isolated industrial areas, he benefits from the district compensation - compensation for the basket (feeding) - compensation for the depreciation of the car used to come to work daily (Sonatrach Skikda Foundation - the pipeline transport complex -: Department of Public Administration and Finance - administrative documents - January 2016).

So, from the foregoing, the basic wage is determined according to job classification from a job ladder belonging to the nominal list of positions consisting of 23 job grades. In addition to the development of the size of the wage block, which is estimated at 6%, after withdrawing the work system with wage grades from 1 to 8 that have been dispensed with since 1999 and 2000, and from it the granting of compensation added to the base wage always includes all socio-professional groups. It should be noted that wage increases are not granted to human resources except after negotiations that emanate from

the tripartite represented by the government, employers and the union. In addition to this, wage increases are only possible through three channels:

Functional upgrade: What means progress in the career ladder or change the position. Or a noticeable progress in changing job responsibilities (an exception, including some jobs whose functional classification is at multiple levels and is mainly dependent on the same job.)

Transfer or job transportation: Through which workers or administrative officials are transferred to higher and finely jobs in the administrative ladder La.Bourse d'Emploi

Automated job progress: which is automatic through years of experience and seniority in the professional path of the worker and this arranges the increase in the degrees of reward without changing the position of work or the increase in responsibilities. Sonatrach Skikda Foundation - Pipeline Transportation Complex - Public and Financial Administration Department - Administrative documents - January 2016).

9. Indicators for measuring the effectiveness of the motivational system at Sonatrach Skikda :

Sonatrach Skikda relies on certain mechanisms in measuring the effectiveness index of incentive systems and incentives and access to an effective system of incentives and incentives based on what is known as indicators as rates to measure what is called in economics the diminishing limit of productive sufficiency and a glow that means that whenever human resources management at the company level is interested in activating the incentive system And it worked to expand its use a lot, and its effects appeared on the workers whenever its importance began to diminish with regard to the human resource because it gets used to it and that becomes a burden on the management itself, so the rational and rational use of an appropriate motivational system based on the principle of entitlement is the best and the timely use as well, so that it does not make it lose relevance This is what is determined by the following criteria: Granting incentives from bonuses and compensation calculated on the base wage in view of: the rate of absence and leaving the position, the rates of occupational accidents and injuries, the rate of failure to achieve the set goals within their specified deadlines, the rate of complaints and disputes, the monthly or weekly productivity rates, quality levels production. So, these were the indicators of how to measure the effectiveness of the incentive system in the Sonatrach Skikda Foundation, the field of study (Sonatrach Skikda Foundation - Pipeline Transport Complex -: Department of Public Administration and Finance - Administrative Documents - January 2016).

10. The new orientation of Sonatrach Skikda regarding the general motivational policy for its human resources:

After all the theoretical analyzes we have discussed about the incentive process and system applied at the level of Sonatrach Skikda Company, the field of the current study, we will study it in all its aspects. In this part, we will discuss the current and contemporary trend. Sonatrach Skikda on its general incentive policy for its human resources: We were able to answer the following questions: How is the incentive process embodied in Sonatrach Skikda, its position in the general management policy of human resources in the institution, is it among its first priorities or not ? Therefore, we can say that since 2006, Sonatrach Skikda has witnessed a radical development in its general management policies, especially the human resources management policies, as it is one of the most important institutions of the public economic sector, which in turn occupies a considerable number estimated at thousands of human resources at the level of its vehicles, and this is through the modernization and renewal of its system. Motivational being also in front of a bet imposed on it by its international counterparts in the fuel production and industry sector, for the main goal remains to attract the best human competencies qualified to work in it, and for this it worked to provide the necessary means for this attraction by developing incentive mechanisms and systems in it to become the first national institutions in terms of incentives, as well as The material privileges of human resources, and accordingly worked to closely supervise the recruitment processes and carefully select the most qualified human resources) Sonatrach Skikda Foundation - Pipeline Transportation Complex -: Department of Public Administration and Finance - Administrative Documents - January 2016), therefore it should be noted that through our field study in the institution we tried to dissect the reality of the incentive system within the general policy for the management of human resources, as we tried to link the frameworks The theory of our current study is based on the status of the organization organizationally, and we found a clear projection through the embodiment of the principles of some of the theories of organization of incentives, such as tellurism, which devoted the material aspect of motivation at the expense of the moral aspect, and here the theoretical projection of the study is embodied in the fact that Sonatrach Skikda focuses on motivating its workers financially more than moral, This is what we have seen through our field studies and the moral stimulation in the opinion of its officials comes as a result of the material stimulus of course, and in this it did not completely neglect the work of the principles of the school of human relations or other behavioral theories such as the view of "Michael Douglas" or "McGregor", in which he acknowledged the existence of a group of factors Helping to stimulate the human resource within industrial organizations, the principles

of these theories are relatively valid for every time and place, and we as researchers strive to achieve this endeavor and not deepen the gap between what is theoretical and what is applied, as they are two contexts related to each other (Sonatrach Skikda Foundation - Pipeline Transport Complex -: Department of Public Administration and Finance - Administrative Documents - January 2016).

Referring to the topic of incentives and its systems applied at the level of Sonatrach, we can say that the Sonatrach Foundation is currently, our field of study has adopted a trend and new approaches in its motivation for its human resources more flexible than its predecessors, which is something that previous experiences are inevitable to be able to preserve the stimulating human energy and the human competencies operating for it On the same rehabilitation of its counterparts in international companies that compete with Sonatrach and may withdraw from them even this workforce through its tempting job offers, and so that the Algerian labor with experience, qualification and experience is not drained by foreign or foreign companies.

At the beginning of the year 2007, it tried to implement a new system of wages, imported and adapted according to the nature of the Algerian worker, through which it prepared the amendment of the lists of job titles and the appointment of workers with new titles according to this new system, but its application did not lie radically, as the company failed to generalize its application due to its distinction of difficulty and extreme accuracy of In terms of job performance evaluation measures, as well as the instability of the wage block and its change monthly, and this was not accepted by the human resources working in the company, so the institution decided to return to work with the old system that is currently used in all Sonatrach institutions and vehicles, and from it. Finally, we can conclude that Sonatrach Skikda is the field of our current study. It has committed itself within the framework of its processes of renewal and modernization in all its facilitative policies, including the policy of managing human resources over strategic management in all its inclusiveness, to establish a fair and objective motivational policy and system based on the principle of merit and performance (Sonatrach Skikda Corporation - Pipeline Transport Complex - Department of Public Administration and Finance Administrative documents - January 2016).

11. The interview with the head of the Human Resources Management and Management Department :

Analysis of his answer to the first question of the interview questions: What is the importance of the Human Resources Management and Management Department as an administrative department at the level of Sonatrach Skikda Corporation - compared to the rest of the other productive and financial departments at the level of the organization's organizational structure? Is this role complementary or monolithic ?

Our answer was as follows: Let us note that this interview is considered one of the most important interviews that I conducted, as it was conducted with the most important administrative official funded by providing us with the necessary information for our ideal study on the incentive system applied at the level of the legitimacy of the Skikda family ?

The head of the Human Resources Management and Administration Department answered this question as follows :

The Department of Human Resources Management and Management is a very important section in our financial administrative system, because its role is to take care and full attention to all human resources distributed at the level of the company's departments and units with all its ranks and functional classes with regard to major operations that we mention, for example, the process of conducting the professional path in all its dimensions and stages, The process of polarization and formation promotion and other operations for managing and managing human resources, as well as with regard to the second part of your question about the type of role played by the Department of Human Resources Management and Management - It is, of course, an integrative role 100/100, since our department is responsible for monitoring and conducting all operations related to the conduct of the professional path for all human resources present at the level of various departments and units at the level of the institution, whether they are productive, financial or administrative, as they were opened in continuous communication in the manner of heads of departments in all At the company level, as they are directly responsible for their human resources, which they console in their own departments, and after their initial evaluation, for example, he begged us to provide data on the various administrative operations entrusted to them to carry out with the authorization of the Human Resources Management and Administration Department, so that we, in turn, and at the level of our department, could complete the stages related to these operations.

An analysis of his answer to the second question of the interview, which is represented in introducing us to the general management policy of Sonatrach Skikda Company - in terms of goals and advantages, as well as future prospects?

- The head of the human resources department answered this question by saying:

The general human policy of Sonatrach in general aims to complicate several similar dimensions in order to ensure better conditions for work, which is what is known as (destructive ergonomics) in addition to psychological, social and health factors as well in order to form a good individual capable of work and production, and this is what made Sonatrach company distinguished from Similar economic and national companies in

terms of the incentive system applied in them as well as achieving social justice in terms of obtaining these facilities for every individual working in the institution and this is what enables Sonatrach, which has a global reputation, not just the national one, to discuss its theories from international companies, and this is among the horizons that may future for it.

-In addition to the most important policies that the company is currently dependent on, they are both the two future strategic management approaches, as well as the management approach to competencies, which are two basic approaches to which the company is currently relied on to walk within the new procedure 2007, which is one of its most important information previously mentioned.

Analysis of his answer to the third question from the interview:

- What was the use of: What are the most important roles and operational tasks played by the Department of Human Resources Management and Management? She answered the head of the Human Resources Management Department?

The Head of the Human Resources Management Department has answered this question by saying that: The Human Resources Management Department is divided into two parts or two basic interests that conduct other and administrative roles in its performance of the various operations and procedures for human resources running, which are each of the interest

personnel planning

career management

As well as the training and polarization interest: many branches fall under it, or what is generally known as French is the general structure of the Department of Human Resources Management and Administration.

Analyzing his answer to the fourth question of the interview: ? She answered as follows: It relies on two basic principles, namely - the rating process resulting from the job performance evaluation process - the job promotion process that takes place on the horizontal and vertical levels. The classical system previously applied, where many of the old incentive measures were canceled, including both the grade promotion and the individual performance grant, and were replaced by other different incentive measures.

Analysis of his answer to the fifth question from the interview:

-A question belonging to the fourth question or complementing it, as it was that: What are the actual reasons and motives that were behind Sonatrach Skikda resorting to

changing its ancient running and motivational system and the application of a new system since 2007 called French or the new wage system 2007.

-The head of the Department of Management and Management of Human Resources has answered this question as follows: Sonatrach Skikda has seen the necessity and imperative to go to update and renew its running system at the national level with all its branches because it is an ancient company established with the independence of the Algerian state and knew and lived all stages of the development of the national economy, so it was from It is necessary to change and adjust its motivational and wage system by establishing a system that cancels the social and self-side of the management that caused the institution to the costs of which does not achieve the existing benefit, The fact that this system is foreign in origin, translated and prepared to suit the Algerian public economic establishment and a company the size and status of the Sonatrach Economic Company has recruited huge material and human capabilities for it in order to apply it in the beginnings In order to ensure a better application of its various procedures, and this system depends on the principle of a French winner, as well as the principle of penalty in exchange for entitlement and performance, any French.

Analysis of his answer to the sixth question from the interview:

What is the difficulties directed by the application of the new rental system 2007 at the beginnings of its application at the level of Sonatrach?

The head of the Human Resources Management Department answered this question by saying:

-We know that, following every change, especially regarding the procedure and motivational aspect, we find that there is some resistance by human resources. Job performance and goals as well as the ruler of an achievement, and this was what was objected to by a wide category of workers at the level of Sonatrach Skikda in general - and they made widespread labor strikes to cancel this procedure represented, whether in the North or South Company, but the company's senior officials intervened to cancel this procedure represented in the instability of the salary Al -Shehri for workers, as this principle is inconsistent with the mentality of the Algerian worker, this is the most important obstacles that have encountered our application of this system in its beginnings. However, with regard to canceling the procedure for the promotion and other other incentive measures that were replaced by a new one for the new performance evaluation system, no objection was received.

-Analyzing his answer to the seventh question of the interview, which is: The reason for naming the annual profitable grant in the thirteenth month grant, as well as defining its exact concept for us?

-The department's head of the department's answer to this question was as follows: It is a type of encouraging situations that the company provides to its workers, of course, and it is called so because it is caused by the group of profits and returns that the Foundation achieves annually as additional incomes divided into all human resources in the form of a physical incentive, but they are Various due to the different sectors operating under the scope of Sonatrach from the departments and productive units or being administrative as well Motivating workers to work and production and achieving organizational effectiveness is more.

Analysis of her answer to the eighth question from the interview:

-And what was according to which basis was calculated by the individual profitability grant or what is known as a French and is it integrated with the basic wage of the worker within other public incentives or independent of it?

-It is a grant of grants belonging to the periodic incentives that the worker receives every specific period of time and is related to the mark that the worker achieves after the process of evaluating periodic job performance, which includes both the standards of the initiative spirit and the contribution of professional and career behavior during work as well as the size of the performance lack of absences ... etc.

-One of the criteria for evaluation for job performance that translates the behavior of the worker during work and determines his organizational effectiveness after the evaluation of the direct official and is independent, of course, from the salary in the past, but we are currently with the adoption of Sonatrach to implement a new conducting and motivational system that has disappeared and has become other mechanisms and mechanisms determined by our accountants after obtaining On a mark for job evaluation, the worker gets a certain percentage of the hundred that qualifies him to obtain a profitable profitability and is no longer necessarily patrol, but it has become integrated in the size of the total wage obtained.

Analyzing his answer to the ninth question of the form, which was that: Does Sonatrach Skikda rely on the results of assessing job performance inevitably in determining the needs from other operations related to human resources, including formation, promotion, motivation, internal polarization ... etc?

The answer to the lady, head of the Human Resources Management Department as follows:

-Yes, it is already considered a basic story and measure, especially in the scope of the general economic sector that Sonatrach Skikda belongs to define our actual needs from other interconnected and integrated operations of formation, promotion and motivation, but there are other criteria that are based on them such as laws, ceremonies and leaflets that we receive from the willful ministry requires us to implement these Laws and the conduct of these operations under a specific legal framework, not only depending on the results of the performance assessments achieved, so that there is a balance between internal procedures and administrative norms, as they are organized within a clear legal and legislative system.

Analysis of his answer to the tenth question of the interview, which was that: Do Sonatrach Skikda use and rely on modern approaches to running, including the strategic management approach to running human resources or not?

-Her answer was as follows: Indeed, Sonatrach Skikda has adopted for years on the approach to the strategic management of human resources, especially with the arrival of the new running system 2007, which was imposed on Sonatrach to develop and renew many human approaches, foremost of which is the strategic management approach, as it works to define goals and set them within the framework A certain time is called the extent or in its content in the first place: 'Determination and building of external and internal needs from all management and conduct of human resources in the institution in the future compared to the current data to avoid deficiency or deficit' '

This is generally the operational concept of this approach, and as I have previously answered you in the previous questions, Sonatrach is an ancient company, not a recent one. Therefore, it has always worked on developing and renewing its management policy accordingly to keep pace with similar international companies in the same field in terms of modernizing its human mechanisms for this. Sonatrach relies heavily on this important approach in the conduct of all human resources management operations.

Analysis of his answer to the eleventh question of the interview, which was as follows: Talk to us, Madam, about the actual and operational concept of the management approach with competencies that we learned that Sonatrach applies in managing its resources Human resources?

-The answer of the lady, head of the Human Resources Management and Administration Department, to this question was as follows:

Indeed, Sonatrach Skikda applies and adopts this approach in managing its human resources or in all areas of management, each according to its competence. This, of course, applies to the various departments and production and technical units present at

the level of the company and not only on a narrow or limited level or scope related only to the administrative and financial departments. In light of the foregoing, I can say that our application of such an approach, which is considered somewhat modern in management, at least at the national level, was inevitable and not optional, imposed by the global system under which the various international companies competing with our company fall under a French organization, so that Sonatrach is always following and specific to its management policy in general. Our application of this management approach came in light of our adoption of a new management system, the new wage system 2007, which relies on several principles and conditions for obtaining human resources for motivation and career advancement, including the contribution equation. +The reward that we have already mentioned, which is mainly dependent on the meeting of good performance with the appropriate motivation for it, as well as the penalty for the amount. In human resources that occupy positions with responsibility or march tires, but as a member of the organization is effective and productive human efficiency.

12. Conclusion:

From the above, the subject of the process of stimulating human resources within the general policy of human resources operation - Sonatrach is a model - a modern topic, given the importance of references and covenants that have been amended and developed to improve it in the articles of Algerian law, and accordingly the incentives varied, especially in the recent period of this era, and it became in front of an institution Sonatrach is to provide many incentives that suit their nature and capabilities, so that they constitute a mixture that enhances each other, and works in an integrated manner in order to push individuals and revive their resolve towards making more effort and achieving the best of giving and production.

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