

Enhancing motivation to support organizational commitment of global human resources - Case study of Sonatrach Company

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Abstract:

The study aims to shed light on the extent of Sonatrach's interest as a global company that employs workers from the mother country and foreign workers from different countries of the world in motivating its workers of different nationalities in order to support their organizational commitment. To achieve the objectives of the study, it relied on the descriptive analytical approach to describe the study variables and analyze the relationships between them. It also relied on the hypothetical deductive approach to extract the most important results by testing the established hypotheses.

The study found that there is a positive and strong relationship between the dimensions of motivation and organizational commitment in Sonatrach company. Salaries and compensation are among the most important dimensions of motivation in terms of affecting the organizational commitment of employees. Enabling global cloud HR platforms to plan incentive policies and make decisions about promotions or key positions has an important role in retaining the best managers and employees.

Keywords: Motivation; Organizational Commitment; Global Company; Human Resources Management.

JEL Classification: D01; M12; F23.

Introduction

In the changing global environment and as a result of industries opening up to global competition with the resources, manpower and technology available to them, human resource managers face challenges to demonstrate their strategic skills and professional competence. In such a competitive global scenario, industries require the development of appropriate ways to address the problems arising from the changing situation to ensure that each HR policy or initiative contributes to the company's values.

The subjective and behavioral characteristics of the human resource are among the most important reasons for distinguishing the organization. The individual behavior of employees in any organization is determined by a set of factors represented in the concepts of the individual's motives and incentives, the level of his awareness and awareness of the things he senses, sees and hears, as well as the trends and values he acquired or grew up on during the years of socialization and the accompanying experiences, and one of the biggest current challenges for global companies is The problem of managing its human resources efficiently and effectively. If companies identify important needs of employees, it is possible to set goals that will create motivation and predict their higher needs. These expectations are possible since it has been shown that wages and benefits satisfy needs on a physiological and security level, interpersonal relationships and supervision are factors that satisfy social needs, while increased responsibility and challenge at work and growth are motivators that satisfy needs and levels of appreciation of self-actualization.

Purpose and research questions:

Global expansion is becoming an increasing reality and necessity, making it imperative for global companies that employ local and foreign workers to have a human resource management program capable of managing and servicing workers from all over the world to ensure that they remain engaged, active, collaborative and effective contributors to the company.

The purpose of this study is to examine how to support the organizational commitment of individuals in the hydrocarbon industry in Algeria and specifically Sonatrach by influencing their motivation to work, as the shortage of multicultural managerial talent globally is now destroying corporate profits through high employee turnover, And high training costs, stagnating market shares, failed joint ventures and mergers, and high opportunity costs inevitably follow poor management choices around the world. Through the foregoing, the main problem of the study is: **What are the most important approaches to enhance the motivation of Sonatrach**

Hassi Messaoud Company workers, which would affect their organizational commitment?

Research hypotheses:

To answer the problem of the study, the following hypotheses were put forward:

- Sonatrach Hassi Messaoud Company relies on motivation to enhance the organizational commitment of workers.
- There is not statistically significant relationship between workers motivation and organizational commitment in Sonatrach at a level of significance $\alpha= 0.05$
- There is not statistically significant relationship between the dimensions of motivation and organizational commitment in Sonatrach at the level of significance $\alpha= 0.01$

Previous studies:

The strategic role of HRM globally is to ensure that HRM policies are alongside and support the corporate strategy and structures (Brewster & Suutari, 2005; Labeledz & Lee, 2011). Empirical support for a positive relationship between high involvement systems and universal effectiveness has been considerable – across a wide range of industries (Combs, Liu, Hall, & Ketchen, 2006; Wright, Gardner, Moynihan, & Allen, 2005).

International HR studies emerged from the same traditional literature with a focus on specific HR functions designed to manage diasporas and their contribution to the integration of internationally dispersed operations and to alignment with the management of local people (eg, Chen, Kirkman, Kim, Farh, & Tangirala, 2010; Tharenau, 2010 & Caul eld, 2010) and adding factors relevant to action on a larger scale and in different contexts - and the corresponding internal coordination and control mechanisms required (Brewster, 2005).

Global HR leadership demands modular systems but local adaptation. The core ideas are to meet the needs of the company's global human resources nutrition mechanisms at the regional, national and local levels, and to make maximum use of existing assets by actively engaging people in their career development (Quelch and Bloom 1999).

1- Theoretical framework of the study

The theoretical side of the study is concerned with the literature of global human resources management, motivating workers and the organizational commitment of workers towards companies, and then trying to link the theoretical and literary between the need to strive towards motivating local

and foreign workers in international companies to increase their interest, commitment and dedication to work.

1-1- Global human resource management

Global HRM is an umbrella term that includes all aspects of the resource management functions and talent management in a company that operates on a global scale.

Global HRM relates to industrial relations, educational and training companies, and the level of centralization and coordination in collective bargaining (Batt and Hermans 2012, 17-18).

The main challenge for a global HR executive is that he or she must possess the knowledge to determine the extent and tradition to which HR policies and procedures can be standardized in the global scenario. On this perspective, the major objectives of global HRM are identified as: (Pradha 2021, 2)

- Creating a local appeal without compromising upon the global identity.
- Generating awareness of cross cultural sensitivities among managers globally and hiring of staff across geographic boundaries.
- Training upon cultures and sensitivities of the host country.

The most common obstacles to effective HR management are cross-cultural adaptation, different organizational/workforce values, differences in management style, and management turnover, so that sometimes employment contracts become unenforceable due to one of these factors (COPPA 2021, 112).

1-2- Employees motivation

Skilled employees will be invaluable to clients, however, if only if they are motivated and motivated to perform well. For this reason, a large part of motivation research is based on psychological theories and the effect of variances in reward and remuneration systems and their structure, performance management, and pay-for-performance systems, and benefits - on employee attitudes and behavior.

1-2-1- Definition of motivation

From the managerial point of view of the intellectual capital, companies are now considered as small societies, where the motives have become more profound, albeit intangible, factors such as realization and development of the self, perception, learning, and the acquisition of creative capabilities. This shift from focusing on the tangible aspects to the intangible aspects is in line with the shift from focusing on the episodic factors of motivation to the intrinsic factors in order to contain ideas, methods and dynamic mechanisms to enhance the motivation of employees in the company.

Bartol & Martin define motivation as "a powerful tool that reinforces behavior and leads to persistence toward a set goal, whether consciously or subconsciously." In other words, motivation is internal directives to satisfy

needs, desires and instincts, and it is a procedure that begins through a physiological or psychological need that stimulates the performance set by the goal. The basic components of motivation are as follows: (Dobre 2013, 53)

- Incitement: It is the primary interest that the individual possesses towards achieving a specific goal;
- Guidance: it is the sum total of the actions that individuals take to achieve their goals;
- Governorate: It is to maintain the continuity of the behavior until the goal is achieved.

Motivation is activated by individuals' perception of the true self and the ideal self (Zorlu 2009, 23-24). Each individual has a definition of himself (his strengths and weaknesses, his beliefs, abilities, and feelings, ...), and a definition of the ideal self (the person who He wants to be like him), where the difference between them is known as needs (Rollinson 2008, 197), for example, if there are differences between a manager's ability to lead employees and the level of leadership skills they expect, then he will make efforts (motivate) to improve his leadership skills until he reaches the level The ideal that defines it. Effectiveness of employee's work can inspire them to their work and can bring more work motivation and more commitment of their jobs. It can be defined as motivation to perform an activity for it, in order to experience the pleasure and satisfaction in the activity (Sohai, et al. 2014, 42).

1-2-2- The most important incentives in the international context

According to the literature of global human resource management, the most motivating human resources for hard and dedicated work are compensations, training and development, the balance between societal and corporate culture, Clarity of the pyramid of promotions, and a database for supporting career development.

a- International salaries and compensation

Business imperatives are driving global companies to expand some of their salary, bonus, and benefits offerings internationally. Compensation and benefits are driving the march of multinational human resources towards international integration (Jason 2011, 5). Financial rewards encourage overseas workers. Whereas non-financial rewards can satisfy employees internally by making them feel that they are an important part of the company (Igbinoba, Odunayo and Dirisu 2015).

Companies with multinational operations need to develop compensation plans for employees in line with their global business strategy. Companies

that establish a clear global payment philosophy and develop corresponding compensation programs are best at executing their strategy effectively. The globalization of business has increased the use of variable pay and incentives worldwide. Pay-for-performance effectively allocates limited rewards and retains outstanding performance.

Variable payment plans generally fall into one of two categories: Short-term incentive plans are usually annual plans that tie awards based on meeting individual or group performance standards and goals. Unlike long-term plans, these incentive payment plans state that compensation is awarded annually.

Three to five years. Long-term incentive plans typically include stock-based incentives, and are closely linked to achieving company goals (SHRM 2017). Creating an international pool of the best mobile talent is high on the wish lists of many companies. Calculating a fair and - crucially - competitive international salary line is to retain and attract key talent. International pay lines can also be suitable for any employee in the IPS “home” role. This is particularly the case in industries such as the oil and gas, construction, consumer goods and hotel industries, where managers and directors frequently move between regions and develop new compensation approaches each time that would not be viable (Yvonne and Mercer 2021).

b- International Training and Development

Just as in any company—global in scope or not—training and development are key factors for HR success. For the global company these activities are just as important, but for incoming expatriates, host-country nationals, and third-country nationals, training and development is crucial (COPPA 2021, 5-6).

Global companies that transmit knowledge and good practices connect and continuity between people, resulting in lower turnover, hiring and opportunity costs. As international competition for talent intensifies, it becomes increasingly important for companies to retain their good managers. Financial incentives are not enough: The package must include challenge, personal growth and job satisfaction, and adopt a policy that invites employees to grow with the company in each market (Quelch and Bloom 1999).

c- Balance societal and corporate culture

Management needs to understand how to develop a corporate culture that keeps people engaged and maintains productivity by balancing societal culture with their corporate culture. Companies need to understand how to manage cultural distance - gaps between cultures - and points of friction, and how and when they enforce their own corporate culture.

Cultural differences affect management styles and employee development as employees from different backgrounds are motivated by

different incentives and react differently to different management and communication styles (SHRM Foundation 2017, 5).

d- Building the Mobility Pyramid

Mobility in today's global markets is viewed as a scaled-down and constantly re-evaluated due to the changing circumstances in the lives of individuals, managers and company opportunities. This will encourage many managers to choose external tasks and open the thinking of HR and HR managers to different ways of using the talent available internally.

External assignments and cross-border teams are excellent ways to challenge, develop, and retain good people. They can also be given as horizontal "promotions"—particularly when companies do not have sufficient levels of hierarchical promotions alone to provide sufficient incentive.

e- Building a global employee database to support career development

Global companies tend to focus on jobs at the top of the company, ignoring middle managers and talents for a large-scale talent survey, and allowing new trainees to be given personal development goals. Their progress is directed through the aggregators - the global executive committee - not only through direct superiors but by managers up to three levels above (SHRM Foundation 2017, 5-6).

1-3- Organizational commitment:

Modern approaches to managing companies focused on the logical link between the organizational reality of the company and the psychological and social data of employees, this interaction can lead to stabilizing the organization's privacy and determining its effectiveness in activity, performance and competitive advantages through organizational commitment to employees, and making them accept the goals and values of the company and show a willingness to exert more effort to achieve them and show a desire to remain in it.

1-3-1- Definition of organizational commitment

Organizational commitment is defined as the degree of employee integration with the company and their desire to continue with it (Greenberg and Baron 2008, 215).

1-3-2- Levels of organizational commitment

Researchers Mayer and Alan developed a model for assessing degrees of adherence that led to the identification of three levels of commitment in individuals as follows:

a- Affective commitment

Meyer and Allen (1984, 1991) termed feelings of cohesion or involvement with a company that can contribute to an individual's commitment to that company by "affective commitment". The latter can be developed primarily by an individual's involvement and identification with the company. More specifically, individuals become intrinsically motivated or involved in a course of action that develops from an identification, association, and attachment with the larger company's values and objectives.

Affective commitment to companies can be measured by measuring values congruence with the company, feelings of care for the company, pride in the company, and willingness to put forth extra effort into the company (Mercurio 2015, 395-396).

b- Continuing Commitment:

Continuing Commitment refers to the employees' desire to stay in the company, because they believe that leaving the job will be costly, so the longer the employee's service in the company, leaving him to work becomes a reason for losing much of what he invested in his career (Greenberg and Baron 2008, 216). The continuity commitment is the integration with the activities of the company taking into account the costs that the employee will bear if he leaves his job (Hellriegel and Slocum 2004, 32).

c- Normative commitment

Normative commitment can be seen as having significant overlapping principles with the ideas of continuance or behavioral-transactional theories of commitment. Internalized norms of obligation can be developed by a need or perceived expectation to reciprocate specific benefits to a company (Mercurio 2015, 395).

1-4- The importance of motivation to support organizational commitment

According to the philosophy of human resources management, organizational commitment is a shared responsibility between top management and employees, and employees' commitment to the organization is increased by maximizing people management practices. (Panday, 2011) described that emotional attachment and employees' loyalty is most important factor in work motivation. This can bind the people to stay in company. There are many other benefits of company that are associated with work motivation.

Work motivation can be evaluated by the degree of attachment, obligations, and rewards in working in the company. If the employees are competitive and want to do work with full efficiency then they will utilize all their capabilities for a challenging task. Many of the employees like to make

relationships and need to contact more and more to the higher authorities. It will make them to feel that they are observed and motivated.

Effectiveness of work motivation both internally and externally forces the employees to work more excitedly which can result into job satisfaction. Work motivation creates job satisfaction by which employees would be more committed with job and then they affect job performance. If they are satisfied and motivated then their job performance can achieve the goals of businesses that play an important role in this regard (Sohai, et al. 2014, 42). (Robison, 2010) pointed out that factors such as type and diversity of work, job independence, the level of responsibility associated with the job, the value of the social relationship at work, rewards and salary, and the chances for promotion and career development in the company are most probably affected organizational commitment (Salleh, et al. 2016, 141-142).

2- The practical side of the study

The applied study reviews the Methodology of the study, then the statistical treatment of the data, then the analysis and discussion of the results in light of the hypotheses put forward.

2-1- Research Methodology

The literature presented above shows that motivated employees are more committed and have higher job performance, fewer job complaints, more organizational citizenship behaviors, no intention to leave, lower work stress and job (financial, social, and psychological) satisfaction. In addition, they pursue organizational goals and thus accumulate competence and knowledge.

Global motivation factors are related to each other, expressed in general terms: International salaries and compensation, Balance societal and corporate culture, International Training and Development, Building the Mobility Pyramid, employee database to support career development.

The dimensions of enhancing motivation are: affective commitment, continuing commitment and normative commitment.

The study relied on the descriptive analytical method as well as the hypothetical deductive method, where the hypotheses were derived from the theory and were tested statistically. In order to reach high degrees of methodological accuracy in measuring variables and collecting data, the study used probability sample designs by directing a questionnaire to a sample of human resources to test the relationship between motivation and organizational commitment in an international company, the Sonatrach Company in Hassi Messaoud.

The study population is represented by all employees of the company, who number about 125,000 workers. The study sample was calculated based on the following equation:

$$n = \frac{p(1-p)}{\frac{p(1-p)}{N} + \frac{\alpha^2}{\delta^2}}$$

Where:

n = sample size, N = Population size (125000).

p = Percentage of the phenomenon under study in the sample, which was considered by the researcher as 50%.

α = the percentage of the permissible error, which was considered by the researcher within the limits of (α ≥ 5%).

δ = the standard degree corresponding to the confidence coefficient with which the results are generalized, which is (95%). Thus, the standard degree is (1.96).

By substitution in the previous equation, the size of the research sample is (383) singles. A questionnaire was designed that includes 40 questions divided into two axes: motivation and organizational commitment. The first axis included 24 questions, and the second axis included 16, and was distributed in the end to 383 workers. 358 were retrieved representing the final response sample size to be sufficient to meet the needs of measurement modeling

2-2- Statistical treatment

In this context, the validity and reliability Stability and Internal consistency of the questionnaire will be tested

First, Shapiro Wilks test of normality was using to choose tests that suite our research.

Table number (01): Shapiro Wilks test of normality

	Shapiro-Wilks		
	Statistique	Ddl	Signification
International salaries and compensation	,698	357	,039
Balance societal and corporate culture	,735	357	,028
International Training and Development	,995	357	,035
Building the Mobility Pyramid	,658	357	0,41
Employee database to support career development	,789	357	0,36
Organizational commitment	,789	357	0,42

Table (01) shows the results for Shapiro Wilks test of normality. The p-value for each field is smaller than (0.05) level of significance, then the distribution for each field is not normally distributed. Consequently, non-

parametric tests will be used to perform the statistical data analysis. The following statistical tests will be utilized:

- Cronbach's Alpha for Reliability Statistics;
- Split Half Coefficient for stability
- Spearman Rank Correlation;
- Descriptive analysis;
- Simple regression analysis;
- Pearson correlation coefficient

2-2-1- Questionnaire reliability

The reliability of a study instrument is its degree of reliability and validity, which is supposed to be measured (Polit & Hunger, 1985). The less variation the instrument gives in repeated measurements of the phenomenon reflects its high reliability, where reliability can be equated with stability.

Cronbach's coefficient alpha is used to measure the validity of the questionnaire among each domain and the mean of the complete areas of the questionnaire. The normal range for the coefficient value is between (0.0 and +1.0), and higher values reflect a high degree of internal consistency.

Table number (02): Cronbach's coefficient for each field and the entire questionnaire

Field	Cronbach's Alpha
International salaries and compensation	0,898
Balance societal and corporate culture	0,774
International Training and Development	0,804
Building the Mobility Pyramid	0,718
Employee database to support career development	0,844
Organizational commitment	0,848
All paragraphs of the questionnaire	0,948

The Cronbach's alpha coefficient was calculated for each domain of the questionnaire, and the values obtained are in a range of 0.718 to 0.948. This result is considered high and guarantees the reliability of each field of the questionnaire. This indicates that all the variables of the study have an acceptable degree of reliability that can be relied upon in the study. Also, this coefficient measures whether the study tool actually measures what it was designed to measure, and its general coefficient for the study reached 95% for the complete questionnaire, which indicates an excellent reliability score for the entire questionnaire.

2-2-2- Test of Stability using the Split Half coefficient

Split Half coefficient is used to measure the Stability of the questionnaire among each domain and the mean of the complete areas of the

questionnaire. The normal range for the Split Half coefficient value is between (0.0 and +1.0), and higher values reflect a high degree of Stability.

Table number (03): Split Half coefficient for each field and the entire questionnaire

Field	Split Half
International salaries and compensation	0,871
Balance societal and corporate culture	0,807
International Training and Development	0,702
Building the Mobility Pyramid	0,819
Employee database to support career development	0,738
Organizational commitment	0,655
All paragraphs of the questionnaire	0,899

The above table represents the Split Half Coefficient, which ranges between 0.655 and 0.899, and it was 0.880 for all the questionnaire items .The high rates indicate the Stability and reliability of the questionnaire significantly, and this makes it a good tool for studying and analyzing the studied phenomenon.

2-2-3- Internal consistency of the questionnaire

This analysis enables to know the consistency of each paragraph or dimension of the questionnaire with the domain to which it belongs, by calculating the Spearman Correlation Coefficient between each paragraph of the dimension in a first stage to show how consistent they are with the dimension and then between the dimensions and the variable as a whole.

Table number (04): Mean, SD and Spearman correlation coefficient between each dimension and the total degree of the variable

	S _p	P	Mean	SD
Questionnaire	1	1	3,7175	,69244
Dimensions of motivation	,949	//	3,7085	,69136
International salaries and compensation	,865	,000**	3,6881	,79385
Balance societal and corporate culture	,826	,000**	3,6881	,88299
International Training and Development	,834	,000**	3,7737	,92616
Building the Mobility Pyramid	,711	,000**	3,6972	,85772
Employee database	,704	,000**	3,7281	,77865
Dimensions of commitment	,835	//	3,7890	,88965
Affective commitment	,854	,000**	3,7317	,86983
Continuing Commitment	,909	,000**	3,6789	,92489
Normative commitment	,785	,000**	3,5896	,78856
**. Correlation is significant at the 0.01 level (2-tailed)				

The above table shows the Spearman correlation coefficient between each dimension and the axis to which it belongs, as the level of statistical significance for the correlation coefficient is less than = 0.01 α , meaning that

the paragraphs of the axis are consistent and honest to do the purpose of the study.

2-3- RESULTS AND DISCUSSION

(Table 04) shows the mean of all paragraphs of questionnaire equals 3,7175 (74%) and Standard deviation equals (,6924), so the mean is greater than the hypothesized value 3. It can be concluded that the respondents agree on the content of this questionnaire. This supports the first hypothesis: Sonatrach relies on motivation to enhance the organizational commitment of workers.

Data was subjected to regression and correlation with a view to test the three hypotheses and the results were as follows:

Table number (05): Simple regression analysis

Source of squares	Sum of freedom	Degree freedom	Average Squares	R	R ²	FF	P-value (sig)
Regression	40.132	1	40.132	.894 ^a	.799	180,826	,000 ^b
Error	26.342	357	.232				
Σ	62.497	358					
Coefficients	B	Beta	t	sig	Regression model		
Constant	,428		1,655	,098			
Commitment	,883	,736	12,336	,000	Y= 0,428+x0,883		

The second hypothesis stated that: There is not statistically significant relationship between workers motivation and organizational commitment in Sonatrach Hassi Messaoud company at a level of significance $\alpha= 0.05$ was supported since $p=0.000$ ($p<0.05$) for t-test. The significance of Fisher's test is 0,000 for all dimensions and it is less than 0.005, this indicates the testability of the model. The value of the coefficient of determination to motivate employees explains 79.9% of organizational commitment, while the rest is explained by other variables.

To test the third that states: there is not statistically significant relationship between the dimensions of motivation and organizational commitment in Sonatrach company at the level of significance $\alpha= 0.01$. The Pearson correlation coefficient will be tested in order to identify the level and signal of the correlation between the dimensions of motivation and organizational commitment.

Table number (06): Pearson correlation coefficient between the dimensions motivation and organizational commitment

Dimensions	R _p	P value
International salaries and compensation	,895**	0,000
Balance societal and corporate culture	,655**	0,000
International Training and Development	,661**	0,000

Building the Mobility Pyramid	,568**	0,000
Employee database to support career development	,568**	0,000
Organizational commitment	,793**	0,000
***. Correlation is significant at the 0.01 level (2-tailed).		

All correlation values are positive, greater than 0.5 and statistically significant at the level of significance 0,01, so there is a positive and strong relationship. This negates the third hypothesis.

Conclusion

While global companies may provide similar products and services around the world, they may face many problems and challenges in managing human resources to achieve optimum performance and reduce turnover costs, and this requires them to manage the compensation system and workplace facilities, promotion protocols, training and development procedures and managing differences cultural. All of these things can affect the motivation of individuals to work in these companies and their job commitment towards them. The study reached a set of results, the most important of which are:

- High salaries and compensation, in line with international standards, represent the most important incentive for human resources to continue and excel in international companies, and the compensation system for performance or against company income is one of the best of these standards.
- The latest global cloud HR software platforms and tools can help organizations plan incentive policies to support the commitment of their workers.
- Making decisions about promotions, senior management or key positions has a huge role in retaining the best managers.
- Skilled and motivated employees can contribute to the performance of global companies especially when the strategic objectives of the organization are clear and linked to the human resource development and development system.
- In order to foster commitment, global workers need to have a deep understanding of the company's values, culture and goals and find the motivation to put in the effort in order to achieve these goals.

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