



THE IMPACT OF EMPLOYEE REWARD PROGRAMS ON THEIR LOYALTY UNDER THE INTERNAL MARKETING APPROACH IN ALGERIAN AIRLINES

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Abstract:

The purpose of this article is to evaluate the influence of current reward programs on employee loyalty within an Algerian airline Tassili Airlines as well as to identify levers for improvement. Based on a literature review, qualitative analysis, and quantitative survey of Tassili Airlines commercial aircrew, we tested the hypothesis that reward diversity and the presence of career opportunities are negatively correlated with turnover. The results of our statistical analyses confirm this hypothesis, revealing that employees with personalized reward programs and a defined career path are significantly less likely to leave the company.

Keywords: Internal Marketing, Internal Customer, Motivation, Performance, Loyalty.

JEL Classification Codes : M52, M3, L93, M12, O15, J28.



أثر برامج مكافأة الموظفين على ولائهم في ظل منهج التسويق الداخلي في شركات الطيران الجزائرية

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ملخص:

الهدف من هذه الدراسة هو تقييم تأثير برامج المكافآت الحالية على ولاء الموظفين على مستوى الشركة الجزائرية طيران الطاسيلي بالإضافة إلى تحديد العوامل التي يمكن تحسينها. واستناداً إلى مراجعة الأدبيات والتحليل الكيفي والمسح الكمي لأطقم الطائرات التجارية في الشركة الجزائرية طيران الطاسيلي، اختبرنا الفرضية القائلة بأن تنوع المكافآت ووجود فرص وظيفية يرتبطان سلباً بمعدل تسرب الموظفين. وقد أكدت نتائج تحليلاتنا الإحصائية هذه الفرضية، حيث كشفت أن الموظفين الذين لديهم برامج مكافآت مخصصة ومسار وظيفي محدد هم أقل عرضة لترك الشركة.

الكلمات المفتاحية: التسويق الداخلي، العميل الداخلي، التحفيز، الأداء، الولاء.

تصنيف JEL : M52, M3, L93, M12, O15, J28 .

1. INTRODUCTION

Algerian airlines, subject to the fluctuations of an increasingly globalised and competitive market, have seen their remuneration policies evolve in line with the economic reforms initiated since the 1990s. Structural adjustments and the development of traffic in the overall Algerian market have forced these companies to adopt more efficient management models, particularly in terms of human resources management. While reward programs have long focused on traditional benefits, the expectations of Algerian employees, influenced by international standards and the evolving aspirations of the younger generation, have gradually evolved. Employees are now looking for more competitive pay, attractive career development opportunities with benefits and stable working conditions. This development should be compared with the practices of their international competitors, in particular the Gulf companies, which offer very attractive salary packages and innovative social benefits. However, Algerian airlines have to deal with specific budgetary constraints and sovereignty issues that limit their room for manoeuvre. The reforms undertaken since 2019, aimed at revitalizing the sector, could offer new prospects for remuneration, but their long-term impact remains to be assessed.

The management of human resources in the aviation sector represents a strategic issue for airlines. In this area, HR management tools offer a range of functionalities that meet the diverse needs of businesses, from administrative management to performance optimization and centrally located reward programs. Indeed, the academic literature (Herzberg, 2008; Pfeffer, 1998) agrees on the positive impact of compensation systems on employee motivation, satisfaction and performance.

However, the implementation of such programs in a specific context such as that of Algerian airlines raises several questions. Empirical studies on this subject are still relatively rare, given the specificities of the labour market and the constraints related to the aviation sector that can influence the design and effectiveness of these programs.

This study aims to fill this gap by analyzing the impact of reward programs on employee loyalty within Algerian airlines; therefore, it proposes to explore the following issue: **to what extent do reward programs contribute to employee loyalty within Algerian airlines?**

The hypothesis formulated below aims to provide answers to this problem and to better understand the role of reward programs in the management of human resources within Algerian airlines.

H: Employees who benefit from diversified reward programs (financial and non-financial) and career opportunities are less likely to leave the company than those who do not.

(رشاش & عداد, 2017, الصفحات 141-147) stressed the crucial importance of internal marketing in human resource management. By considering employees as internal customers, these authors have highlighted the central role of motivation in the

behavior of employees. Their work reveals that the implementation of effective motivation policies, combined with training actions focused on empowerment, is an essential lever to meet the needs and expectations of employees. Thus, internal marketing appears as a promising approach to improve the social climate within organizations and, therefore, strengthen their overall performance.

(سمغوني & كريم, 2019, الصفحات 210-224) conducted a study within the Telecommunications company of Algeria to assess the impact of reward systems on employee performance. Their findings highlight significant gaps in the current system. Indeed, the authors find that the material rewards system is not sufficiently linked to performance objectives, which limits its impact on employee motivation. In addition, the study reveals a lack of correlation between performance reviews and reward or benefit decisions. These findings underscore the importance of establishing a more equitable and transparent rewards system, closely linked to business objectives and individual performance.

In addition, (طير & مدخل, 2023, الصفحات 370-392) conducted an in-depth study on the impact of reward systems on employee performance within Bennour Industrie et Services in El Oued. Using the partial least squares (PLS) method, their research highlighted several interesting findings. First, they highlighted the lack of a salary policy that is flexible enough to include bonuses and bonuses, which could limit employee motivation. In addition, the study found an increased need for psychological recognition and personal development to boost performance. Nevertheless, the researchers also noted a satisfactory balance between social rewards and a high level of satisfaction with working conditions, suggesting a positive impact on employee stability. These findings highlight the complexity of the relationships between reward systems and performance, and highlight the importance of considering both the financial and non-financial aspects of motivation.

In this context, it is important to specify that this study opens a new path in the field of national scientific research relating to internal customer loyalty through a reward program.

2. Theoretical Framework

In an economic context characterized by companies that constantly face new challenges, particularly important to overcome, thus requiring perfectly competent and committed human resources.

It should be recalled that over time human capital has become a major strategic issue that has allowed human resources management to evolve from a traditional approach focused on administrative tasks to a more global approach integrating dimensions such as skills development, motivation and employee engagement. Internal marketing, in particular, plays a key role in this new dynamic by enhancing the image of the company among its employees, strengthening their sense of belonging and mobilizing them around the company's common strategic objectives.

2.1 Creating loyalty among our employees

2.1.1 Employee retention from an internal marketing perspective:

Internal marketing, as defined by (Parasuraman et al., 1991, p 335–364.), is based on the idea of building a lasting relationship with employees by considering them as internal customers. It is about putting in place strategies to attract, develop and retain talent by offering stimulating jobs and meeting the expectations of employees in terms of recognition, personal development and well-being at work. This approach, at the crossroads between human resources management and marketing, aims to create a climate of trust and commitment within the company. By motivating and satisfying employees, internal marketing directly contributes to improving the quality of products and services offered to external customers, thus enhancing the effectiveness of external marketing.

In a context where the talent war is raging, the retention of human resources is now a strategic issue for organizations. The objective of this article is to explore the determinants of loyalty and identify the levers to consolidate employee engagement. Before addressing the different dimensions of loyalty, we will look at the fundamental concepts underlying this notion, such as turnover, job satisfaction and motivation. The concept of internal marketing aims to create a work environment that satisfies employees. Indeed, as demonstrated by numerous studies, including those of (Locke, 1976) and his successors, it is established that this feeling is a determining factor in the commitment and loyalty of employees. A convinced employee is more likely to stay in the company, which contributes to the stability of the team and the sustainability of the organization.

Among these many studies and theories, the model of (Locke, 1976) is particularly influential. He defines job satisfaction as a positive emotion resulting from the evaluation that the individual makes of his work.

(Horts et al., 1992) bring an important nuance by considering satisfaction as an attitude related to both the current situation and the future aspirations of the individual. This perspective is particularly relevant when studying employee retention, as it takes into account their career plans. Indeed, an employee who is satisfied with his work and his prospects for development will be more inclined to stay within the company. As a result, by focusing on professional success, organizations can better understand the needs and ambitions of their employees, and thus put in place actions to foster their long-term commitment.

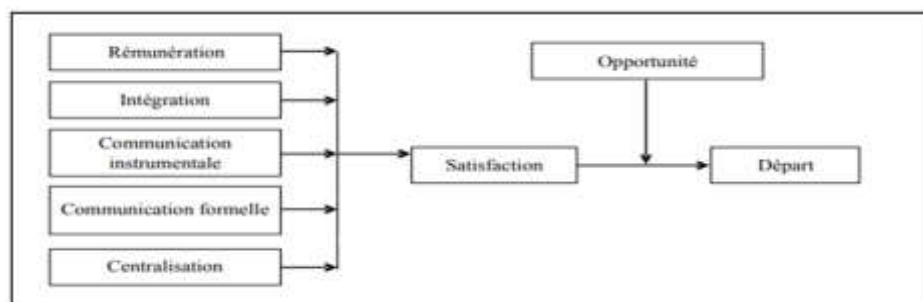
While job satisfaction is often considered a factor in retention, it is also relevant to study the opposite impact. Indeed, a low level of satisfaction can lead to a high turnover. Dissatisfied employees are more likely to seek out new job opportunities. Thus, understanding the determinants of the latter is essential to prevent voluntary departures and reduce the costs associated with turnover.

The concept of turnover, synonymous with staff turnover, encompasses both voluntary and involuntary departures. Voluntary turnover, which results from an individual decision, is usually preceded by an intention to leave. The work of (Sager et al., 1998, p 254–273), has highlighted the predictive nature of the intention to leave in relation to the behaviour of resignation. According to (Colle, 2006), the intention of

voluntary departure represents an attitude that leads the employee to voluntarily break the link that unites him to the organization.

As shown in the model of (Hall, 1978, p 351–353), shown in Figure 1, the decision to leave a company is the result of a complex process influenced by multiple factors. These factors can be grouped into two main categories: factors related to the individual (such as job satisfaction, personal needs) and factors related to the organization (such as human resource management policies, career opportunities). By understanding these factors, organizations can implement targeted actions to reduce turnover.

Figure1: Voluntary Departure Template



Source: (Hall, 1978)

Turnover, although sometimes unavoidable, represents a significant cost for companies. To limit this phenomenon, it is essential to focus on the factors that push employees to stay or leave. Motivation appears as a strategic lever to retain talent and reduce turnover. Indeed, a motivated employee is more engaged, more productive and contributes more to the success of the company.

Among the elements contributing to the professional development and success of an individual within a company, the psychological dimension plays a major role. Thus, the work climate, the management methods implemented by line managers, and the professional environment in which the employee evolves are factors likely to significantly influence his commitment and performance. Regarding, for example, the working climate, (Dupont et al., 2009) stress that research conducted around motivation models has highlighted the importance of providing employees with an environment that allows them to meet their needs for autonomy, competence and social belonging, as well as the major role of the manager in this context. These authors also add that the satisfaction of these needs is fundamental and beneficial for the employee since it promotes intrinsic motivation and positively influences his performance in the short term.

2.1.2 Employee retention tools:

Based on the pioneering work of (Homans, 1958, p 597–606), then taken up by (Colle & Merle, 2007), we can affirm that loyalty in human resources is based on an exchange process where the relations between the company and its employees are then understood as transactions involving an exchange of resources, both tangible (remuneration, benefits) and intangible (recognition, status). To retain its employees, the company implements a variety of tools and practices. These aim to create a

stimulating work environment, recognize individual contributions and offer career development opportunities.

In order to improve employee retention and motivate them, organizations can intervene mainly through the following means:

Planning the development strategy and valuing them by helping them define their career goals and develop an individualized career development plan as well as providing appropriate training and guidance to enable them to grow in their careers.

- Continuing Education: Providing diverse training programs and learning resources to encourage employees to continuously improve their job skills and adapt to an ever-changing work environment.
- Balancing work and personal obligations: creating a comfortable working environment, offering flexible working arrangements and comprehensive social protection to help employees balance their work and private lives.
- Corporate Culture: Establish a positive, inclusive and open corporate culture in order to give employees a sense of belonging and value and to inspire their sense of ownership.

With the advent of the digital age, companies can use digital tools to increase employee engagement and satisfaction:

- Use digital tools such as collaboration platforms and mobile apps to promote teamwork and improve work efficiency.
- Employee Motivation: In addition to traditional financial rewards, employees can be motivated through non-financial means such as recognition, honors, and participation in social responsibility projects.
- Flexible work: Provide flexible work schedules and locations to meet the diverse needs of employees.

2.1.3 Challenges and objectives of employee retention:

According to them (Liger, 2016), employee retention is a strategic issue for companies. Indeed, the complexity of the professions makes skills more and more specific and difficult to replace. The departure of a qualified employee entails significant costs related to recruitment, training and loss of productivity, in addition, the risks of seeing projects delayed or customers dissatisfied increase significantly.

also (Liger, 2016) points out that competition for talent is intensifying, especially in sectors where skills are scarce. Companies are thus tempted to poach employees from their competitors, which leads to increased instability on the labour market.

In addition, a high turnover is detrimental to the quality of the products and services offered. Customers value stability and continuity in the relationship with companies. A staff in constant rotation does not make it possible to establish lasting relationships of trust with customers.

Companies have every interest in investing in the loyalty of their employees. Indeed, a satisfied and engaged employee is more productive and less likely to leave

the company, so it is more profitable to retain their talents by offering them a stimulating work environment and prospects for development.

In conclusion, employee retention is much more than a simple human resources management strategy, it is an approach that aims to create a work environment where employees feel valued and engaged. Indeed, these employees convey a positive image of the company and offer better customer service, thus strengthening the loyalty of external customers.

2.2 Rewards programs

Reward programs are a key component of employee retention strategies. According to De (De Spiegelaere et al., 2018, p 1900–1919), employees place great importance on clearly defining their professional relationship, especially in terms of remuneration. The latter, whether in the form of salary, bonuses or other benefits, contributes significantly to their sense of security and satisfaction. In addition, (Porter et al., 2003) have demonstrated that salary is a determining factor in the choice of a job and in the decision to keep one's job within a company. Aside from the monetary component, reward and non-financial motivations, such as benefits or development opportunities, are critical to fostering employee engagement and strengthening their connection to the organization.

Employee retention is a complex challenge, especially because of the diversity of expectations and needs of each individual. While many researchers agree that job satisfaction is a key factor in retention, it is important to note that it is subjective and varies from person to person. Rewards programs are an important lever to meet this diversity of needs and strengthen employees' sense of belonging so they must be designed, offering personalized benefits and recognitions. By adapting their compensation, recognition and development policies, airlines can not only improve the satisfaction of a wider range of employees but also increase their engagement and productivity and foster the retention of their talent.

Modern rewards programs need to evolve beyond the simple notion of compensation, taking a holistic marketing approach, seeing employees as internal customers to be won over. This approach requires a judicious combination of different elements: a fair and competitive salary, personalized recognition, a stimulating work environment and prospects for professional development. By meeting the individual aspirations and needs of each employee, organizations turn their employees into true brand ambassadors. This virtuous dynamic has a direct impact on external customer satisfaction. To maximize the impact of these programs, it is essential to establish transparent and regular communication about the company's objectives and the terms of these rewards with employees, to customize the rewards according to their interests and career goals, and to regularly evaluate the effectiveness of these initiatives.

2.2.1 Job security

Today's employees are looking for much more than just a salary. Job security has become a central issue in their quest for professional stability. As pointed out (Eissenstat & Lee, 2017, p 491–507), the psychological contract linking employees to

their company has evolved. Indeed, by combining variable remuneration systems with company performance, organizations not only motivate their employees but also offer them a more stable future perspective. This sense of security fosters engagement, creativity and productivity, creating a virtuous circle for the business.

2.2.2 Work Environment:

A pleasant and stimulating work environment is a key element of the talent retention strategy. As highlighted in numerous studies, including that of (Awases et al., 2013, p 1-8), the quality of the physical and psychological environment directly influences employee motivation and productivity. A modern, ergonomic and inspiring workspace promotes well-being, reduces stress and enhances creativity.

Rewards programs, in addition to this environment, play a crucial role in strengthening the sense of belonging and fostering employee engagement.

In addition, the work environment can also be a lever of accountability, by offering employees the means to take initiatives and participate in the improvement of their workspace, companies promote a sense of autonomy and involvement.

3. Study methodology

3.1 Data collection instrument

To answer our problem, we propose to conduct an empirical study combining a review of the literature, an analysis of qualitative data (interview with the manager) and quantitative data (surveys of commercial aircrew).

As part of this study, the main objective of the qualitative study conducted with the Tassili Airlines Human Resources Manager was to analyze the reward program put in place to retain commercial flight crew. By comparing the perceptions of managers with those of field employees, expressed in the questionnaires, this research aimed to draw up a precise inventory of current practices.

Regarding the quantitative study, we explored in depth the internal customer loyalty practices within the company. To do this, we developed a questionnaire that allowed us to collect accurate and detailed data. The design of this tool was based on a prior bibliographic research work where we conducted an in-depth literature review, which allowed us to identify the key variables to be studied and to build a rigorous questionnaire. In this context, our goal is to try to understand and evaluate the impact of reward programs on employee retention and on the overall performance of Algerian airlines.

In order to collect their perceptions and experiences, we opted for a voluntary method by electronic means. This approach made it possible to reach a wide range of profiles within the commercial aircrew, while guaranteeing the anonymity of the respondents and thus promoting the honesty of the answers. Voluntary participation also ensured that those who responded to the survey were genuinely interested in the topic and willing to share their views.

Table 01: Illustration of the structure of the questionnaire

Number of items	Number and title of axis
Axis N-°01: awareness of recognition and reward types within the company	01 to 06 (6 questions)
Axis N-°02: awareness of equity and motivation to the company's own	07 to 9 (3 questions)
Axis N-°03: awareness of Turnover within the company	10 to 11(2 questions)

Source: developed by the researcher

3.2 Study Population

The sample of this study focused on the commercial aircrew of Tassili Airlines, a strategic choice due to their crucial role in the customer experience. Being the first line of contact with passengers, crew members are the first ambassadors of the brand.

As part of an internal marketing approach aimed at retaining the external customer, starting with the internal customer, commercial aircrew is an essential element, their satisfaction and direct commitment significantly impact the quality of service perceived by passengers, and consequently, their loyalty to the company.

4. RESULTS AND DISCUSSION

4.1 The qualitative study:

The interview with the human resources manager of Tassili Airlines revealed an innovative approach to the management of commercial aircrew, focused on the employee, the company considers each employee as an internal customer, thus promoting their engagement and loyalty.

a. **Remuneration and recognition:** Beyond the fixed monthly basic salaries, the company offers a range of variable remuneration in the form of various bonuses and allowances related to the effective exercise of the function of professional seafarer, and attractive social benefits.

For illustration purposes only:

- An end-of-career allowance that represents a bonus granted by the company to the permanent employee, at the end of their professional career.
- A seniority coefficient Company is updated each year, rewarding the loyalty and the duration of service accomplished by the employee within the company in the body of the crew and valuing their experience acquired within the company.

Also and considering the specificity of civil aeronautics activities and its implications on the technical organization of the work of the aircrew, other bonuses and allowances are considered, such as:

- Additional equivalent flight hourly bonuses,
- Flight hours counted in real time and increased on additional flight hours,
- on-call allowance
- Device type bonuses

- Foreign currency payments for missions abroad value specific efforts and skills.
- b. **Professional development:** Tassili Airlines offers its employees concrete career development prospects. For example, a CCM (Commercial Aircrew) may, in parallel with his operational functions, assume additional responsibilities by assuming positions of responsibility. These opportunities allow employees to grow professionally and feel valued.
- c. **Quality of life at work:** The company is committed to creating a positive and safe work environment. Transparent communication on strategic objectives, respect for individuals and consideration of employee suggestions are key elements of this policy. In addition, Tassili Airlines implements rigorous occupational health and safety (OHS) prevention measures, in line with international standards.
- d. **Contractual flexibility:** Given the seasonality of its activity, Tassili Airlines offers a mix of fixed-term and fixed-term contracts, thus offering flexibility adapted to the needs of the company while ensuring a certain stability for employees.

By strengthening the sense of belonging of its employees, Tassili Airlines aims to significantly improve their performance and reduce the turnover that rose in the last quarter of 2023 to 7 abundant positions out of 112 agents as well as 42 end of employment contracts.

In summary, Tassili Airlines emphasizes that employee retention is a long-term investment that benefits the entire company. By considering each employee as an internal customer and offering them a personalized career path, the airline has put in place a high-performance and sustainable human resources management model.

4.2 Quantitative study:

In this article, we look at the influence of rewards programs on the retention of commercial aircrew. More specifically, we will explore the link between turnover and four dimensions of reward policies: pay equity, recognition, career opportunities and company culture. The objective is to determine to what extent these elements contribute to strengthening employee engagement and improving their retention within Algerian airlines

To test our hypothesis:

H: Employees who benefit from diversified reward programs (financial and non-financial) and career opportunities are less likely to leave the company than those who do not.

The following statistical analyses are proposed:

Table 02: Fairness of remuneration and turnover

Variables in the Equation							Omnibus Tests of Model Coefficients		
	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)		
							Lower	Upper	
Step 1 ^a v9			2.719	4	.606				
v9(1)	-21.203	13367.657	.000	1	.999	.000	.000		
v9(2)	-.616	.592	2.399	1	.121	.408	.125	1.275	
v9(3)	-.693	1.225	.320	1	.571	.500	.845	5.514	
v9(4)	-21.203	28420.722	.000	1	.999	.000	.000		
Step 1	Step		Chi-square	df	Sig.				
	Block		18.246	4	.001				
	Model		18.246	4	.001				

a. Variable(s) entered on step 1: v9.

Source: developed by the researcher based on survey data

The different categories of the variable v9 correspond to the levels of salary satisfaction, ranging from 'Very low paid' (v9=1) to 'Very well paid' (v9=7). The B coefficients associated with these categories are all negative and significant, indicating that as salary satisfaction increases (from 'Very low paid' to 'Very well paid'), the likelihood of looking for another job decreases sharply. Given the extremely low p-value, we can say that the model as a whole is significant, this means that the independent variable (satisfaction with wage policy) makes a significant contribution to the explanation of the dependent variable (interest in another job).

- In conclusion, this analysis highlights a very strong inverse relationship between salary satisfaction and the intention to leave the company.

Table 03: Non-financial recognition and rewards and turnover

Variables in the Equation							Omnibus Tests of Model Coefficients		
	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)		
							Lower	Upper	
Step 1 ^a	v5		6.711	3	.082				
	v5(1)	-1.386	.645	4.612	1	.032	.250	.071	.886
	v5(2)	-.981	.677	2.099	1	.147	.375	.099	1.414
	v5(3)	-21.203	20096.485	.000	1	.999	.000	.000	.

Step	Chi-square	df	Sig.
Step 1	13.686	3	.003
Block	13.686	3	.003
Model	13.686	3	.003

a. Variable(s) entered on step 1: v5.

Source: developed by the researcher based on survey data

The results of this analysis suggest that there is a negative relationship between the perception of non-pecuniary incentives and interest in another job. Employees who "never" receive non-monetary incentives are significantly more likely to look for another job, this means that non-monetary benefits play an important role in motivating and retaining employees in the Algerian airline sector, in our case the p-value is 0.003, which is well below 0.05. This means that the model as a whole is significant.

- In conclusion, the perception of non-pecuniary incentives explains a significant part of the variability in employee interest in leaving Tassili Airlines.

Table 04: Career opportunities

Variable in the Equation							Omnibus Tests of Model Coefficients		
	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)		
							Lower	Upper	
Step 1 ^a	v18(1)	-.693	.866	.641	1	.423	.500	.092	2.730

Step	Chi-square	df	Sig.
Step 1	.680	1	.410
Block	.680	1	.410
Model	.680	1	.410

a. Variable(s) entered on step 1: v18.

Source: developed by the researcher based on survey data

In our case, the p-value is 0.410, which is much higher than 0.05. This means that the model as a whole is not significant, this can be explained by the specificities of the profession of PNC which evolve in a unique professional environment, characterized by atypical schedules, constraints related to safety and the possibilities of career development are often limited within the same company. These factors can

make the notion of career development less central to their motivations and career aspirations, explaining why this variable is not a significant predictor of their intention to leave the company.

- In conclusion, the variable "suitable career development" does not seem to significantly explain employees' intention to leave the company.

Table 05: Corporate culture

Variables in the Equation							Omnibus Tests of Model Coefficients		
	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)		
							Lower	Upper	
Step 1 ^a v16(1)	-1.386	.500	7.687	1	.006	.250	.094	.666	
Step 1 Step							9.637	1 .002	
Block							9.637	1 .002	
Model							9.637	1 .002	

a. Variable(s) entered on step 1: v16.

Source: developed by the researcher based on survey data

The B coefficient is negative (-1.386) and the odds ratio is 0.250, this means that Tassili Airlines employees who think that corporate culture is important for their individual performance are 2.5 times less likely to look for another job, moreover, the p-value being very low (0.006), this effect is statistically significant, these results confirm the importance of corporate culture in the retention of Tassili Airlines commercial aircrew.

- We can conclude that company culture has a significant impact on the intention to leave the company i.e. employees who consider that company culture is important for their individual performance are less likely to look for another job.

All of these results converge towards the same conclusion: current reward programs are indeed mainly focused on insufficient financial rewards and do not necessarily take into account the needs of employees in terms of non-financial recognition as well as their desire to belong to the corporate culture. Employees express a strong desire to be valued beyond their salary, but do not feel sufficiently recognized. This can have a negative impact on employee motivation, engagement and retention.

Our **H1** hypothesis, that employees with diversified reward programs would be less likely to leave the company, was **partially confirmed**. The results show that financial, non-financial rewards and company culture have a significant impact on retention. However, the lack of a significant link to career opportunities invites us to nuance this interpretation and to consider other factors that may influence turnover.

5. PERSPECTIVES AND AREAS FOR REFLECTION:

The results of this study showed that reward programs, whether financial or non-financial rewards, have a significant impact on the retention of Tassili Airlines' commercial aircrew. Based on these findings, we will now explore the future prospects of this research and formulate areas of reflection to optimize reward programs within Algerian airlines:

- To strengthen pay equity and employee motivation, it is recommended to objectively approach regular salary reassessments, ensuring full transparency on

compensation criteria and establishing clear links between individual performance and financial rewards. This involves finding a balance between the following criteria:

- Motivating salary for the employee: This is necessary for the maintenance of a good social climate, good motivation and therefore good productivity,
 - Competitive Salary: which is adapted to the market and profitable for the company given the growth and turnover achieved (cost control),
 - Flexible Salary: through the introduction of a bonus system based on periodic evaluation, the remuneration system will vary over part of the employee's income to motivate him, retain him and guarantee the good performance of the work,
- Equitable salary: which is equal to all salaries, position, age, seniority and normal and equivalent workload.
 - To increase employee motivation and satisfaction, it is essential to develop personalized non-financial recognition programs, offering benefits such as tailor-made training or additional leave, adapted to everyone's expectations and needs.
 - To strengthen the sense of belonging, it is important to foster transparent and regular communication with employees, promote company values and actively involve staff in the definition and implementation of internal policies
 - In order to enhance the specificities of PNC's business, the company is called upon to:
 - Invest in continuing education to develop the specific skills required by this trade,
 - Reorganize working time through the organization of working time and the adoption of a system of compensation for working hours that will contribute to the personal and professional development of employees and will further improve the performance and involvement of everyone in the performance of their duties.
 - Establish an ongoing rewards program evaluation cycle, based on satisfaction surveys and in-depth data analysis.
 - Rewards programmes should be integrated into a comprehensive human resources management strategy, taking into account all aspects of employees' working lives and involving staff representatives from the design stage.

6. CONCLUSION

Our study sought to determine whether reward programs could be considered an effective internal marketing tool for retaining Tassili Airlines' commercial aircrew. Our initial assumption that employees with diverse rewards and career opportunities would be less likely to leave the company has been partially confirmed.

The results of our analysis showed that financial rewards and pay equity, as well as non-financial rewards and corporate culture, have a significant impact on reducing turnover of commercial aircrew. These results suggest that reward programs, when

well designed and implemented, can be an important lever to improve employee retention in the Algerian airline sector, in terms of internal marketing, these elements can be assimilated to a unique value offer that the company offers to its employees. By offering rewards aligned with their expectations and needs, Tassili Airlines takes its employer brand to the next level, enhancing its ability to attract and retain top talent. However, we did not find a significant relationship between career opportunities and turnover. This result can be explained by several factors, such as the specificity of PNC's business, the regulatory constraints of the sector or the low levels of perception of career opportunities within the company, this underlines the importance of customizing the reward offer according to the individual profiles and aspirations of each employee. A more refined marketing approach, based on a precise segmentation of employees, would optimize the impact of reward programs on loyalty.

It is important to note that this study has some limitations related to the small sample size and its specificity (commercial flight crew of Tassili Airlines). These limits could influence the generalizability of our results to all Algerian airlines.

In conclusion, reward programs, when designed and implemented in a rigorous and consistent manner, can be seen as a powerful internal marketing tool; however, by providing a positive employee experience and strengthening the sense of belonging to the company, these programs not only help reduce turnover but also improve Tassili Airlines' corporate image. However, future research could be conducted to further examine and explore the impact of different components of reward programs on employee satisfaction and engagement.

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