

The Effect of Stimulation Methods on Organizational Loyalty in the Industrial and Commercial Complex in Skikda

تأثير أساليب التحفيز على الولاء التنظيمي بالمركب الصناعي والتجاري بسكيكدة

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Abstract: This study aimed to identify the methods of stimulation in the industrial and commercial complex in Skikda and its impact in achieving organizational loyalty of the workers. In order to achieve this objective, the descriptive analytical method was adopted and a questionnaire consisting of (39) items was developed and distributed to a sample of (120) respondents, 109 of which were valid for statistical analysis. Through the field survey and the application of the tool to the sample and analysis using the SPSS.V23 program, the study found that there is a statistically significant effect of the methods of motivation in achieving the organizational loyalty of the workers, due mainly to moral incentives. The study suggested focusing on the employee's emotional loyalty; the sense of appreciation and the attention of the organization to its staff increases their loyalty and productivity.

Keys words: Material Incentives, Moral Incentives, Organizational loyalty, Industrial and Commercial Complex in Skikda.

JEL classification codes: M12; M54.

ملخص: هدفت هذه الدراسة إلى التعرف على أساليب التحفيز بالمركب الصناعي والتجاري بسكيكدة وأثرها في تحقيق الولاء التنظيمي للعاملين. ولتحقيق هذا الهدف؛ تم اعتماد المنهج الوصفي التحليلي وتطوير استبانة مكونة من (39) فقرة وتوزيعها على عينة شملت (120) مبحوثاً، استرد منها (109) استبانة صالحة للتحليل الإحصائي. ومن خلال الاستطلاع الميداني وتطبيق الأداة على أفراد العينة والتحليل باستخدام برنامج (SPSS.V23)، توصلت الدراسة إلى أنه يوجد أثر ذو دلالة إحصائية لأساليب التحفيز في تحقيق الولاء التنظيمي للعاملين، ويرجع هذا الأثر بالدرجة الأولى للحوافز المعنوية. واقترحت الدراسة التركيز على الولاء العاطفي للموظف؛ فالشعور بالتقدير واهتمام المنظمة بموظفيها يزيد من ولائهم وإنتاجيتهم.

الكلمات المفتاحية: الحوافز المادية، الحوافز المعنوية، الولاء التنظيمي، المركب الصناعي والتجاري بسكيكدة.

تصنيف JEL: M12, M54.

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1-Introduction:

The employee is considered the lifeline of any organization. Based on this fact, each organization should have a detailed plan and clear procedures to ensure organizational loyalty. In general, what we find in the organizations is the belief that developing a new product, providing good service and the continuance of customers in purchasing those products and services makes the employees happy. This situation requires providing more attention to the employee. Because of the high cost of replacing staff and the fact that many

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employees continue to leave work, Organizations that manage staff loyalty effectively can reverse the impact of (high cost of staff replacement and leaving) and transfer it from burdens into two strengths that enable higher productivity and greater happiness among staff prepared to raise the Organization's performance. This study attempts objectively to contribute in the identification of the motivation's methods and importance, as well as its impact on the organizational loyalty, for the importance of the subject in achieving the targeted results of the administrative process.

Study problem:

To address the problem of the study and achieve its objectives, the following main question was raised:

To what extent did the incentives provided to employees affect the organizational loyalty of these employees to the industrial and commercial complex in Skikda?

To answer this main question, the following partial questions were asked:

- What incentives does the industrial and commercial complex provide for workers?
- What is the level of organizational loyalty of workers in industrial and commercial complex in Skikda?
- What is the impact of the availability of material and moral incentives for workers in achieving organizational loyalty to industrial and commercial complex in Skikda?

Study hypotheses:

To address the subject of the study, the following hypotheses were formulated:

- The first hypothesis: There is a significant statistical effect at the level of significance ($\alpha \geq 0.05$) between the motivation methods and the improvement of organizational loyalty to the industrial and commercial complex in Skikda.
- The second hypothesis: There are significant differences at the level of significance ($\alpha \geq 0.05$) in the level of organizational loyalty to the industrial and commercial complex due to personal variables (sex, age, educational qualification and experience).

Importance of the study:

The subject of incentives is one of the topics that have attracted the attention of researchers over the time and still needs new studies for its association with improving performance and achieving organizational loyalty.

Study Objectives:

The study aims to achieve the following points:

- Having access to the stimulation methods of the industrial and commercial complex in Skikda.

- Measuring the level of organizational loyalty of employees and workers of industrial and commercial complex in Skikda.
- Revelation of the correlation of the effect of the incentive methods in achieving the workers' organizational loyalty in industrial and commercial complex in Skikda.
- Draw the total results and some suggestions that we hope will contribute to the development and improvement of the reality.

2- Motivation:

Incentives are defined as the motor that drives the individual to satisfy his needs and fulfill his desires (Jean-René, 1996, p. 104). There are several classifications of incentives that overlap with each other. Incentives researchers have found ways and means that administration can use to maximize human performance. There are those who divide the incentives in terms of their impact on positive and negative incentives, their inclusion into individual and collective, and their location into direct and indirect. In our study, we will focus on the nature of the incentives in terms of their form or the way in which they are provided by material and moral incentives.

Moral incentives could be in the form of participation in decision-making, certificates of thanks and positive reception, training for distinguished librarians. Moral incentives also could be in other forms such as: sending the employee a letter of thanks or choosing him as an honored employee in the organization. Moral incentives are not less important than material incentives. Material incentives cannot be achieved unless accompanied by moral incentives. It can be concluded that positive moral incentives are any consequent raised the spirit of the individuals, such as : job enrichment, holidays, the appropriate post, participation in decision-making, promotion, the nature of supervision, sense of belonging, stability, security, confidence in the objectives of the organization, systems' proposals, listing in the panel of honor, social harmony, literarily and moral distinguishing (Othman A.Obeidat, 2015, p. 16).

Although never actually demonstrated: a more motivated individual would be more effective. Employees who are more motivated and therefore more efficient would enable the company as a whole to be more efficient. In an economic environment where competition between companies is most often fierce, all theories whose application would allow an increase in performance are welcome (Michel Barabel, 2016, p. 146).

3- Organizational Loyalty:

Organizational loyalty is a key element in measuring the degree of compatibility between individuals on one hand and institutions on the other. Individuals with high organizational allegiance tend to do more for their organizations and tend to support and sustain the Organization's values for longer (Anam Iqbal, 2015, p. 02).

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The more workers have loyalty to their organizations, the better the organization can achieve its goals so, the organizations seek to win the loyalty of its staff and become necessary for them (Seema Mehta, 2010, p. 98).

There are many studies that attempted to explore the phenomenon of organizational loyalty. Whether with regard to its causes, results or subject, or a combination of all of these, but it was not able to come up with a specific model for the study of organizational loyalty (Al-Qarioti M.Q.A., 2009, p. 04) .

Having employee loyalty means the employee is committed to the future and success of the organization. Creating an exciting work place where the company is moving forward and has opportunities will encourage employee loyalty to the organization and help with staff retention. Great ways to motivate employees and boost employee loyalty to a company are through incentives and rewards. If an employee has been with the company for a certain number of years, then they should be rewarded for their loyalty. Rewards ought to be personal to the individual employee; as a result, the company is showing they care about the individual within the organization (Elizabeth Sekyi, 2016, p. 44).

Meyer and Allen defines organizational loyalty as the three-element model of organizational commitment, because -in his vision of commitment- it is based on three elements (Stephen, 2007, p. 08):

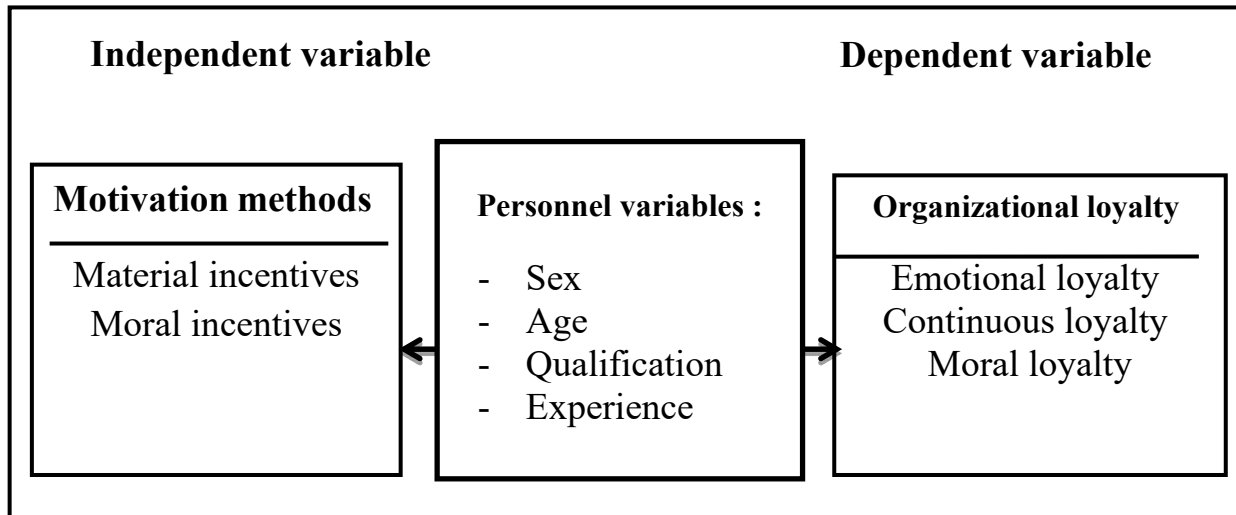
- Emotional Loyalty: It expresses the emotional attachment to the organization and is influenced by the individual's perception of the characteristics of his work: independence and skills acquisition, the nature of his relationship with supervisors, and the degree to which the employee feels that the organizational environment in which he works allows for effective participation in the decision-making process.
- Continuous loyalty: It expresses Employee's perception of profit and loss in the organization's continuation. On the assumption that the organizational commitment reflects the accumulation of common interests such as promotions, compensation and rewards between the individual and the organization rather than an emotional process. In the sense that the degree of employee cohesion is determined by the investment utilitarian value that can be achieved and the importance of survival is influenced by career experience and age.
- Moral loyalty: It expresses the employee's sense of commitment to stay with the organization. Often, the good support by the organization to its staff enhances this sense. Also by allowing them to participate and interact positively not only in the procedures and execution of the work, but also in the contribution of making goals and planning and developing global policy of the organization.

4- Analysis of results:

4.1- Method and tools:

4.1.1- Study model: The following figure shows the study’s variables:

Figure n°1: Study model



Source: Prepared by the researcher.

4.1.2- Limitations of the study: The objective limits of the study were to detect the effect of the incentive methods on achieving organizational loyalty. Spatial boundaries: Industrial and Commercial Complex in the state of Skikda. Time limits: November and December 2019. Human border: 120 workers in the industrial and commercial complex in Skikda.

4.1.3- Methodology: In the theoretical aspect, the descriptive approach was adopted, which allows the description of the phenomenon studied in theory to be based on the method of desk research by reference to the most important theoretical literature on the subject of incentives and organizational loyalty. In the practical aspect, the analytical descriptive approach, which allows to describe the phenomenon studied as it is in reality without the intervention of the researcher, which depends not only on the collection of information but analysis and interpretation to reach the most important results and suggestions which we hope will contribute to the development and improvement of reality.

4.1.4- Population and Sample: The industrial and commercial complex represents the study’s population. It comprises 11 branches in the various states of the east of Algeria. The sample of the study consisted of the industrial and commercial complex in Skikda which includes 120 workers. Questionnaires were distributed to them, retrieving (109) questionnaires, all of which were valid with a recovery rate of approximately 90.83%.

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4.1.5- The study tool: The questionnaire represented the main study tool to collect the initial data, which was developed and created after reading the theoretical literature. The tool was designed to measure the relationship of the independent variable (stimulation methods) to the dependent variable (organizational loyalty) and included (39) statements directed.

The first part deals with the demographic variables (sex, age, qualification and professional experience). The second part relates to the methods of stimulation and includes 23 statements distributed over two dimensions (material incentives, moral incentives) numbered from (1) (23), and the third part relates to the organizational loyalty and includes (16) statements divided into three dimensions (emotional, continuous, moral) and numbered from (24-39). The tool is designed using the "Lecarte Five" scale and ranges from 1 to 5 scale, which is totally unacceptable to OK. Table (10) shows the grades of the study scale:

Table n°1: Grades of the study scale

Appreciation	Totally disagree	Disagree	Neutral	Agree	Totally agree
Grade	1	2	3	4	5

4.1.6- Stability of the study tool: To measure the stability of the study tool; the researcher used the "Cronbach'a Alpha" stability equation. The results are presented in Table (2):

Table n°2: Determination of the stability coefficients of the study tool and its axes

Axis	Number of statements	Stability coefficient "Cronbach' a Alpha"
Motivation methods	23	0.938
Organizational loyalty	16	0.732
Tool's total stability	39	0.917

Source: SPSS.V23 program results.

Table (02) shows that the value of stability coefficients of the study tool axes are very high. It varies between (0.732 and 0.938), where the stability coefficient of the stimulation methods axis is (0.938), and the stability coefficient of the organizational loyalty axis is (0.732). The tool's total stability is (0.917). These are very high stability coefficients and confirm the validity of the tool for field application.

4.1.7- Statistical processing methods: After completion of data collection and redaction of the sample's responses, the data were processed statistically using the Statistical Package Program for Social Sciences, 23rd edition (SPSS V23). The data were processed using the following statistical tools: the Cronbach 'a Alpha coefficient to show the stability of the study tool, the frequencies and percentages to describe the sample of the study, the arithmetical averages and the standard deviations to determine the level of motivation in the institution being investigated and the level of employees' organizational loyalty, Standard

Multiple Regression using the Enter method, T-Test for independent samples, and the One Way ANOVA test to determine the differences in the responses of the study sample.

4.2- Presentation and discussion of the results:

4.2.1- Description of the study sample according to personal variables: The results indicated that the male population was predominant in the investigated institution by 70.6%. For the age variable; the (26-35) years age group was the largest in the studied sample (n=52) with a percentage of 47.7%, (36-45) years age group was ranked second with 22%, followed by those under 25 years old (20.2%) and those aged over 45 years (10.1%). The highest number of respondents had a university level with a percentage of 33.9%, followed by those with professional training certificates (24.8%), Secondary students (20.2%) and (n=23) postgraduate students. The number of experience year's variable shows that 48.6% have experience in the organization ranging from (6-15 years), followed by 22% for the category which does not exceed the experience of 5 years (n=24) and then the category of experience ranging between (16-25 years) by a percentage of 18.3% (n=20), then the category of experience exceeding 26 years by 11%.

4.2.2- Descriptive analysis of the study's results and discussion:

4.2.2.1- Analysis and discussion of the results of motivation methods axis:

To analyze and discuss the results of this axis, the arithmetical means and standard deviations were extracted to find out the perceptions of the employees about the level of motivation in industrial and commercial complex in Skikda. The results are shown in Table (03). The arithmetical means have been classified and given three grades as a criterion for arbitration as follows:

From 1 - 2.33: low; from 2.34 to 3.67: middle grade; from -3.68 to 5: high grade.

Table n°3: Mean and standard deviations of the level of motivation from the point of view of employees in the industrial and commercial complex in Skikda

Motivation types	Number of statements	Range in the questionnaire	Mean	Standard deviation	Grade
Material incentives	10	01-10	3.205	1.083	Middle
Moral incentives	13	11-23	2.611	0.736	Middle
Total axis	23	01-23	2.908	0.857	Middle

Source: SPSS.V23 program results.

The results of Table (03) show that there is no significant difference in the responses of the sample members about the motivation level in the industrial and commercial complex in Skikda. The responses' mean ranged between 2.61 and 3.21 as a middle grade. "Material incentives" came in first position with a mean of 3.21, followed by "moral incentives" with mean of 2.61. The general arithmetic mean of the motivation level was 2.91 as a middle grade. This result

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can be explained in the respondents' point of the view by the fact that these results give relative satisfaction to the quality of the incentives granted to the employee, which indicates that the complex seeks to provide a better regulatory environment for its employees. The complex's motivation is primarily planned to ensure a good system of salaries and incentives. This is manifested by the fact that the complex administration seeks to provide social housing and transportation means, and to give the employee's salary at a specific time, taking into consideration its suitability with the employee's qualifications and to grant the worker exceptional promotions and technical allowances and material compensation for vacations and doubling the indemnities. The institution tries to ensure a promotion system for all employees without distinction and in a legal framework based on efficiency and good performance.

4.2.2.2- Analysis and discussion of the results of motivation methods axis:

To analyze and discuss the results of this axis; the arithmetical means and standard deviations were extracted to determine the level of employees' organizational loyalty in the industrial and commercial complex in Skikda. The results are shown in Table (04):

Table n° 4: Means and standard deviations of the level of employees' organizational loyalty in the industrial and commercial complex in Skikda

Organizational loyalty	Number of statements	Range in the questionnaire	Mean	Standard deviation	Grade
Emotional loyalty	06	24-29	3.689	0.461	High
Continuous loyalty	05	30-34	3.693	0.631	High
Moral loyalty	05	35-39	3.677	0.421	Middle
Total axis	16	24-39	3.686	0.394	High

Source: SPSS.V23 program results.

The results of Table (04) indicate that there is an employees' high level of loyalty in its three types (emotional, continuous and moral) for the industrial and commercial complex. The means calculated for this axis went from 3.677 to 3.693. "Continuous loyalty" came in first position with a mean of 3,693 followed by emotional loyalty with a mean of 3.689 and "moral loyalty" in third place with a mean of 3.677. All these dimensions were high, except the moral loyalty, which was in middle grade. It is clear from the results of the table that the complex's employees are characterized by commitment and organizational loyalty. Continuous loyalty in this complex is due to the need to work and limited options, which makes difficult to get another job if they leave the current work and the relation of the current job to many things in their life, as well as the advantages that offers the complex, which are relatively difficult to be provided in other institutions.

The emotional loyalty of the complex's employees is related to the difficulty to join another institution and to belong to it, which contributed to the preference to continue working in the complex. Moreover, willingness to provide the greatest effort, and consideration about the complex problems. The

mutual approaches between the employees had contributed to improve the importance of the complex to the employee. For moral loyalty, it lies in the worker's sense of commitment to the complex and the need to continue to work and be careful about it.

4.3- Testing hypotheses:

4.3.1- Testing the first hypothesis:

The first hypothesis of the study states: "There is a statistically significant effect at the level of significance ($\alpha \geq 0.05$) between motivation methods and improvement of organizational loyalty in the industrial and commercial compound in Skikda".

To test the validity of this hypothesis, Standard Multiple Regression analysis using the Enter method was used to find the equation of regression line and to test the correlation between the independent variables (motivation methods) and the dependent variable (organizational loyalty) as shown in Table (05):

Table n°5: Linear correlation between motivation methods (combined) and organizational loyalty using the Enter method

Model Summary ^b				
Model	R (correlation coefficient)	R ² (determination coefficient)	Adjusted R ²	Std. of the Estimate
1	0.356	0.126	0.110	0.371
a. Predictors: (Constant), material incentives, moral incentives.				
b. Dependent Variable, organizational loyalty.				

Source: SPSS.V23 program results.

Table (05) shows that correlation coefficient (R), which is (0.356) or 35.6%, is a weak correlation between the two independent variables with the dependent variable. Given the value of the (R² =0.126),12.6% of the employees' organizational loyalty to the complex is due to the incentive methods (material incentives, moral incentives) guaranteed by the complex to its employees and all its staffs, i.e the independent variables interpret 12.6% of the variation in the organizational loyalty of the complex's employees. The remaining 87.4% is attributable to other factors.

Table n°6: Analysis of the effect model variance between motivation methods (combined) and the employees' organizational loyalty with the Enter method

ANOVA ^a						
	Model	Sum of squares	df	Mean of squares	F	Sig
1	Regression	2.119	2	1.060	7.669	0.001
	residual	14.646	106	0.138		
	Total	16.766	108			
a. Dependent Variable , organizational loyalty						
b. Predictors: (Constant), material incentives, moral incentives						

Source: SPSS.V23 program results.

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Table (06) shows the variance analysis of the regression line and shows the significance of the model by the value of (F), which reached (7.669) with the significance level (0.001), which is less than 0.05 for freedom degree (fd = 2.106). Which indicates that the regression is significant and not equal to zero, which in turn indicates that the independent variables combined or at least one of them have a significant effect in the dependent variable. In other words, Table (06) indicates that the model has a significant level, which allows the study the feasibility of following up the verification of the effect of independent variables in the dependent variable as in Table (07).

Table n°7: Partial regression coefficients of the strength of the effect of stimulus methods in improving the organizational loyalty of employees in the Enter method

Coefficients ^a							
Model		Non-Landmark coefficient			Landmark coefficient	(T)	Sig
		B	Std. Error	Beta			
1	(Constant)	a	3.246	0.132		24.507	0.000
	X1 Material incentives	b1	-0.76	0.052	-0.209	-1.478	0.142
	X2 Moral incentives	b ₂	0.262	0.076	0.490	3.459	0.001
a. Dependent Variable , organizational loyalty							

Source: SPSS.V23 program results

Table (07) shows that among the independent variables (motivation methods); the variable “moral incentives” was the one that had a positive effect on the dependent variable (organizational loyalty). The probability value of the "moral incentive" component was SIG = 0.001, which is less than the significance level (0.05), while the “material incentive” variable has no effect because its probability value is greater than (0.05). Therefore, the regression line model can be formulated as follows:

$$Y = a + b_1x_1 + b_2x_2$$

Since only one independent variable has a significant effect on the Y dependent variable, which is X1 that represents moral incentives. The equation becomes the form:

$$Y = a + b_1x_1$$

a: Constant, the line represents the regression line and is equal to the value (3.246).

b1: Regression coefficient. x1, which is the slope of the regression line for the only efficient independent variable (moral incentives) and equal to (0.262). The equation becomes the form:

$$Y = 3.246 + 0.262 x_1$$

4.3.2- Testing the second hypothesis:

The second hypothesis states: "There are statistically significant differences at the level of significance ($\alpha \geq 0.05$) in the level of organizational loyalty in the industrial and commercial complex due to the personal variables (sex, age, qualification and experience)".

To test the validity of this hypothesis; T-Test test was used for independent samples to find out the differences by sex variable because the two groups "male and female" are independent. The One Way ANOVA test (variance analysis test) was used to see the differences in the answers to the sample by variables (age, educational qualification, professional experience. The results are presented in tables (08) and (09):

Table n°8: T-Test results for independent samples of the differences between means in the sample members' responses about the level of employees' organizational loyalty according to the difference in sex

	Sex	Nu .	Mean	Stan. deviation	(t) value	df	Sig. level	
Organizational Loyalty	male	77	3.724	0.407	1.551	107	0.153	In- sig.
	Female	32	3.596	0.349				

Source: SPSS.V23 program results.

Table (08) shows that there are no statistically significant differences at the level of significance (0.05) between the responses of the male and female sample members about the achievement of organizational loyalty, where (t) value reached (1.551) which is not statistically significant, it's the level of significance reached the value of (0.153) which is greater than the significance level (0.05).

The male's mean was 3.724 with a standard deviation (0.407) while the female's mean was 3.596 with a standard deviation of 0.349 which demonstrate the absence of the idea – between the sample's members- that organizational loyalty is achieved depending on the sex variable as mentioned above.

- Differences according to the variables (age, academic qualification and professional experience):

A single variance analysis test was used to determine the existence of statistically significant differences between the means in the responses of the study's sample members about the employees' level of organizational loyalty in the complex.

Table n°9: Results of the One Way ANOVA variance Analysis of the differences between the means in the responses of the sample members about the employees' level of organizational loyalty according to the difference in the variable (age, academic qualification, professional experience)

Variables	Variance source	Sum of squares	Freedom degrees	Means of squares	(f) value	Sig. level	
Age	Intergroup	0.582	3	0.194	1.258	0.293	In-sig.
	Intragroup	16.184	105	0.154			
Academic qualification	Intergroup	0.728	3	0.248	1.589	0.196	In-sig.
	Intragroup	16.037	105	0.153			
Professional experience	Intergroup	0.679	3	0.226	1.478	0.225	In-sig.
	Intragroup	16.086	105	0.153			

Source: SPSS.V23 program results.

Table (09) shows that there are no statistically significant differences at the level of significance (0.05) in the arithmetic means on the extent of the achievement of the employees' organizational loyalty in the studied complex due to the variables (age, qualification and professional experience): Respectively (1.258), (1.589) and (1,478). This is not statistically significant because it is greater than the significance level (0.05).

5. Conclusion:

The objective of this study was to identify the effect of the motivation methods in achieving the organizational loyalty of the industrial and commercial complex in Skikda, in addition to knowing whether the organizational loyalty of the employees varies according to their personal characteristics with a statistical significance. After analysis process, the study in which we tried to present a number of suggestions as follows:

The Results of the study:

- The level of the motivation methods as recognized by employees in the industrial and commercial complex in Skikda, was amounted to an average of (2.908), and is reflected primarily in the material incentives given by the complex to the workers, this dimension has the highest arithmetic mean (3.205);
- The commitment and organizational loyalty of the industrial and commercial complex in Skikda, is achieved with a high degree of approval. The most important factor linking the employees to the complex is the continuous loyalty (or survival).
- There is a significant and positive effect of the motivation methods in achieving the employees' organizational loyalty in the studied complex, and this is due primarily to moral incentives;

- There were no statistically significant differences in the level of organizational loyalty in the studied complex due to the variables (sex, age, academic qualification, and professional experience).

Study suggestions:

In light of the findings, the employees who are emotionally attached to their organization are the best because of their loyalty and productivity. They feel appreciated and valued by the institution. The study therefore suggests activating the employee's emotional loyalty by focusing on the following elements:

- Promoting the principle of management and provision of assistance. An indifferent employee works for the salary, contrary to the employee who is associated with the institution, who considers his work important -both in the front office and the back office-; he feels that he is making a difference.
- Employee's sense of trust and improvement; Employee wants to feel confident that his or her tasks can be carried out with confidence, that his future is safe and that he is making progress with regard to his personal goals. Managers should allocate budgets for training programs to facilitate career progression and increase opportunities for improved skills, allowing staff to improve their association with the institution.
- Helping employees to feel acceptable; this is achieved when employees are considered important assets in the organization, which makes them feel respectful, and employees should feel that their manager has reasonable expectations about what they can achieve, and deal with them fairly and equitably.

6-Appendices:

First axis: Personal Information

1. Gender:	Male	Female
2. Age:	25 years and less 36-45 Y.O	26-35 Y.O 46 Years and Over
3. Qualification:	Intermediate edu. University	Secondary edu. professional formation
4. Experience:	5 years and less 16-25 years	6-15 years 26 years and above

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Second Axis: Statements related to the independent variable: Stimulation Methods

N°	Statement	Entirely agree	Agree	Neutral	disagree	Totally disagree
1	Provide social housing for the employee.					
2	Provide transportation means for the employee.					
3	Special promotions are granted to the employee.					
4	Technical bonuses are granted to the employee.					
5	Provide compensation for leaves.					
6	Multiplication of the indemnity.					
7	You get your salary on a specific date every month.					
8	The salary you get fits your qualifications.					
9	The social services system relates to the corresponding deductions.					
10	The upgrade system is based on efficiency and good performance.					
11	You received thanks and compliments expressions.					
12	You received written thanks letters.					
13	You have been awarded a certificate of appreciation.					
14	You were awarded trophies and medals.					
15	Special events are held at your complex.					
16	Participate in decision-making.					
17	Participate in meetings.					
18	Attend conferences					
19	You were temporarily assigned to a larger job.					
20	The number of annual leaves granted to employees is sufficient.					
21	The administration of the complex always listens to staff complaints.					
22	The administration of the complex upgrades the old employees.					
23	The administration of the complex manages the promotion of qualified staff.					

Third Axis: Statements related to the dependent variable: organizational loyalty

N°	Statement	Entirely agree	Agree	Neutral	disagree	Totally disagree
24	Prefer to continue your career in the complex where you work.					
25	You feel proud when you talk about the complex where you work with others.					
26	You are willing to offer a greater effort than is required to achieve the objectives of the complex.					
27	Problems of the complex are part of your personal problems and seek to solve them.					
28	The positions you shared with your colleagues have reinforced the importance of the complex for you.					
29	It is difficult for you to join another institution and to belong to it, as is the case in the complex where you work.					
30	Difficulty getting another job if you leave the complex you working in.					
31	Your current job is related to many things in your life.					
32	Your stay in the complex stems from your need to work.					
33	Your options are limited so you do not think about leaving work.					
34	The complex offers advantages that are not available in another institution.					
35	Your sense of commitment and loyalty to the complex you are working in.					
36	Consider that moving from one institution to another is immoral.					
37	Your sense of moral obligation prompts you to continue working in the current complex.					
38	Prefer that the individual spend his career in one institution.					
39	Be sure to continue your work in this complex.					

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