The Role of Incentives in Achieving Organizational Loyalty

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ARTICLE INFO	ABSTRACT
Received: 11/2024, Published: 02/2025	Any institution carries out the process of motivation or motivation using incentives in order to excite and direct working individuals to perform their work better, as the motivation process is a distinctive indicator for effective and active organizations, in addition to that, owning an organization of motivated workers earns it their loyalty and makes it occupy a competitive advantage over other organizations. **Key words:** incentives - loyalty - organizational loyalty - material incentives - moral incentives.

Introduction

The motivation process in the institution is an important basis to ensure the achievement of the goals it seeks to achieve, as it is not enough to appoint the best people in terms of competencies and capabilities, but they must have the desire to work and love belonging to their institution in order to satisfy their basic need, as incentives within the institution take many types and names with different views of sociologists and management, but this variation does not exceed the difference in classification, in terms of nature, we find material incentives and other moral, either in terms of application and beneficiaries Of which we find that it is divided into two parts, basic and alternative, positive and negative, and the Algerian institution, like other institutions, differ among themselves in terms of their use of the incentive system, as they work on diversification and renewal from time to time so that the individual is driven to make an effort and work and develop his performance to obtain the desired incentive in order to gain his loyalty.

1- What are the incentives:

❖ **The concept of incentives:**
- **Motivation language:** from the act stimulated is said to stimulate stimulus, any push him from behind, and is said to motivate him to order any urge him to it In terms of terminology, there have been many and varied definitions related to incentives from the published theoretical literature, depending on the difference and variation starting from the views of scientists researchers.
- **Idiomatically:** a feeling in the individual generates the desire to carry out a certain activity through which he seeks to achieve the goals as it can be defined as a set of factors and influences that push the worker towards making a greater effort and refraining from making a mistake in it (1).

It is also defined as the possibilities available and surrounding the human being that he can obtain and use to move his motivations towards a certain behavior and his performance of a limited activity or activities in the form and manner that satisfies his needs and expectations and achieves his goals.

❖ **Definition of incentives:**
Incentives are defined as an external stimulus that creates or moves motivation "internal stimulus" and directs the individual positively towards obtaining motivation, which leads to the individual's satisfaction of a certain behavior consistent with the performance required by management.
Incentives are defined as the set of factors and influences that push workers, regardless of their location, towards making an effort to implement their tasks diligently and efficiently to raise the level of work quantitatively and qualitatively.
"Kieth" defines incentives as a set of external variables from the work environment or society that are used by the organization in an attempt to influence desires and needs, and incentives are defined as everything related to the use of possible means to urge employees to work well.

It was also defined as opportunities or means provided by the management of the organization to working individuals, to arouse their desires and to create motivation for them to obtain them, through effort, productive work, and proper behavior in order to satisfy their needs that they feel need to be satisfied (2).

From the above, we note that the set of definitions mentioned by scientists and researchers of incentives that they are close in terms of significance and flow into one stream in their entirety indicates that incentives are a set of external factors and influences prepared by management with the aim of influencing the behavior of its employees in order to raise their efficiency and productivity.

Achrach a Bendoly defined it as a tool to guide and encourage investments consistent with and achieve the economic and social goals of society.

2- The importance of incentives:

The incentive system achieves many benefits for the individual and the organization alike, the most important of which are:
- ❖ Satisfying the needs and desires of individuals of all kinds, including material and moral needs such as respect, appreciation and self-affirmation.
- ❖ Employees ' sense of justice and equality within the organization.
- ❖ Attracting outstanding skills and competencies to the organization.
- ❖ Increasing the satisfaction of individuals as a result of meeting their needs.
- ❖ Increase individuals' loyalty to the organization and their sense of belonging.
- ❖ Reducing the rates of loss at work, such as reducing unemployment rates.
- ❖ Developing the spirit of cooperation between individuals in the organization.
- ❖ Improving the image of the organization in front of society (3).

3- Incentive systems:

Incentive systems vary from one organization to another according to their available capabilities and take a different picture, in terms of their material they are divided into:(4)
- ❖ **Materail centives**: which are represented in money and material benefits such as housing, transportation, food, and cash incentives, the most common.
- ❖ **Non-mater ailintives:** The intangible things that the organization provides to employees such as training, thanks, appreciation... Etc.

Incentives are also divided in terms of the direction of their impact on the individual into two types:
- ❖ **Positive incentives:** which are incentives that attract working individuals towards the completion of a specific work targeted by the organization, such as material and moral incentives... Etcetera.

- ❖ **Negative incentives:**
- **Financial incentives:**
The development of industrialized countries gives clear examples and models of the impact of material incentives on labor production (5).

The material incentives aim to satisfy the necessary and primary human needs such as eating, drinking and housing, either by money so that he can provide those needs or get them directly, they come in the form of money and be additional to the original wage of the worker and this appears from the study of Taylor where the wages of one of the workers increased by 60% and production rose material incentives are those incentive bonuses, bonuses and participation in profits ... and others.

- **Positive material incentives:**
-**Wage**: The wage can be defined by the phrase wage in brief terms as "the financial compensation paid to the worker for the work he provided to the employer", which thus includes all the financial elements in cash and in kind that the employer provides to the worker in exchange for the effort and time provided by the latter, and the results and goals achieved for him, and here the problem arises how to measure or calculatethe wage for each work, and what are the criteria that can be adopted in that?

To answer this or to this issue, it can be said that there is no particular theory, specific principle, or single standard adopted to measure remuneration compared to the work performed, and that all the methods and means in force, relative methods and criteria, in the administration of justice or the real balance between the value of the wage and the value of the work corresponding to it, where the wage was adopted in the old capitalist theory as a mere price or the price of labor, determined according to the rule or law of the market, i.e. The labor market in view of the importance of the work performed, in terms of quantity, quality and the time it takes to complete it without taking into account the needs of the worker, provided that this is done according to rules, on the basis of the contractual relationship, which is also subject to the same law (6).

Financial incentives are represented in increasing salaries, financial rewards, treatment, transportation, obtaining a certain percentage of profits ... Non-material incentives are promotions at work, honorary boards,

vacations, good dealings, a sense of pride and satisfaction as a result of doing work and making the person the object of trust (7).

However, other researchers take another approach, dividing the incentives into positive, i.e. as a means of satisfying motivation, or negative, which includes types of threats and punishment (8).

That is, this division emphasizes the dimension that includes pushing the worker to work to exert more effort by satisfying his needs or punishing him because some individuals may not respond to positive incentives, so other means must be used.

But there is another dimension that enters into the subject, namely the individual-collective dimension, and so we have the following:

- Individual positive material incentives, such as linking wages to production, the wage increases as production increases.
- Collective positive material incentives, such as profit sharing by factory workers.
- Individual negative material incentives, such as deduction from salaries if the worker makes a mistake, which is considered a penalty for him as a result of work he has provided.
- Collective negative material incentives, such as deprivation of remuneration and compensation for them with penalties and penalties at work, the simplest of which is reprimand.

- **Negative material incentives:**

The incentives if they can satisfy the professional needs of the individual, the impact is considered positive and lead to pleasure and satisfaction, but if not satisfy the needs of the individual, its impact is considered negative and lead to what does not please the individual, so the negative incentives in the field of industry and work are the means of retaining the management line of return to ensure production, and to ensure the performance of work in the usual normal form and these means are usually considered as sanctions and penalties that fall on workers who perform their work at a lower level than planned or expected of them.

Or from the set of rules determined by the organization as determinants to control the control of the wrong actions of employees at work for not adhering to good behaviors or for not adhering to the philosophy, regulations and system of the organization (9).

They include types of threats and punishment and seek to influence the behavior of workers through the entrance of punishment, deterrence and intimidation.

The negative material incentives are represented in the deduction of the wage and deprivation of the bonus and deprivation of promotion, if the degree of negligence increases, the penalty increases to the lowest degree of management, but if the default develops into deviation, the penalty is dismissal, if the deviation is reflected as a threat to our national goals, the dismissal is followed by other deterrent measures.

❖ **Moral incentives:**

These are such as opportunities for promotion and career growth, recognition and appreciation of effort, performance, job responsibilities, participation in decision-making, opportunities for self-expression, opinion and suggestions (10) .

Moral incentives that go beyond material aspects are also important in motivating employees or categories of them, and examples of moral incentives are the involvement of workers in setting goals and increasing their role in their interaction with the organizations in which they work (11).

Or the social status provided by the work, a certificate of appreciation or recognition of competence, the receipt of a medal or the work of a ceremony in honor of a good employee, or the improvement of the job title (12).

Moral incentives can be divided into social conditions within the environment of the enterprise, conditions specific to work and its nature, social conditions of the worker outside the establishment and finally factors specific to the individual worker, very similar to Herzberg's health factors.

Moral incentives: It divides them into negative moral incentives and positive incentives as well:

Individual positive moral incentives: such as management's recognition of the effort made by the worker.

Positive collective moral incentives: such as good relations between members of the factory and the formation of friendship relations with them.

Individual negative moral incentives: such as warning given to workers, whether written or oral.

Collective negative moral incentives: such as deprivation of multiple activities in the institution (13).

Thus, the scheme is as follows:
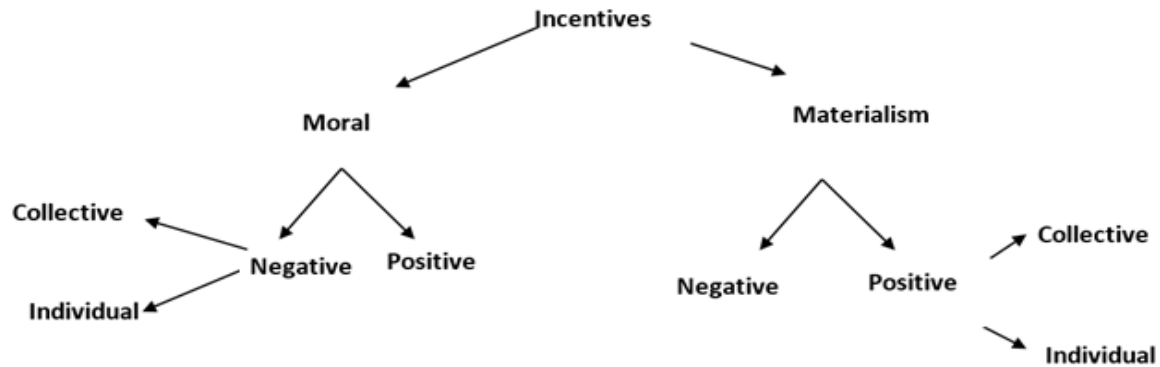
❖ **Positive incentives:**

The incentive is described as positive when it carries certain advantages for human resources to meet the expectations required of them, that is, to perform his work with the required efficiency and according to the specified standards, as it aims to improve the performance of the human resource and increase their efforts because it is based on an important behavioral base, because human resources tend to repeat behaviors whose results are of positive performance, and therefore positive incentives lead to the encouragement of repeating positive behavior and in order to have a positive impact should

Searching for means that can create the right atmosphere for work without hindrance or frustration.

Searching for means that encourage human resources to exert efforts and performance in a way that achieves the goals set and set

❖ **Negative incentives:**

It is intended to deprive the human resource of certain advantages or to expect a specific punishment as a result of a certain undesirable act, that is, to punish the materially and morally negligent offender and negative incentives aim to influence behavior through the entrance of punishment and deterrence (fear), or fear (14).

Which pushes employees towards avoiding certain behavior that the organization does not want and alsoincludes material and moral incentives... Etcetera.

They are the means and methods used by the administration for the purpose of reducing negative behavior and unacceptable behaviors among individuals, such as disobeying orders, lack of sense of responsibility and laziness at work, this is what stems from the method of warning and warning and preventing some privileges from them for a certain period such as: warning or discipline and blame, deduction from salary, delay or deprivation of promotion, deprivation of bonus, tumor, reduction of grade, transfer from place to place, etc. These means are used according to the degree of violation of the individual, and negative incentives can be called deterrent incentives and the process of using negative incentives is necessary to increase productive efficiency, especially among workers who are lazy (15).

They are meant to be different penalties inflicted on employees that may lead in the result to a change in the employee's behavior either for the worse or for the better, and therefore may be a motivation that works to charge the employee to improve his performance or decline.

Negative incentives were divided on:

- Material incentives in lowering the employee's grade, working to suspend his annual bonus, or working on the temporary suspension of the employee.
- Moral incentives represented in depriving the employee from publishing his name on the honor board in the organization or sending a warning to the limited in his work.
- Individual incentives are to give an incentive to a specific individual as a result of doing a job he has accomplished.
- We mention the most important types of negative incentives:
- Reprimand, blame, warning and warning.
- Deduction from wages.
- Deprivation of bonuses and promotions.
- Include the name of the negligent or neglected human resource in another list... Etcetera.

Negative incentives can be used for the following purposes:

- In order for the individual to perform his obligations well, and not to continue to make mistakes.
- In order to motivate workers to improve their performance to keep the punishment away from them on the one hand and to obtain positive incentives on the other.
- It is considered a warning to others not to make mistakes (16).

The problem posed in the incentive system is: does the manager follow the first pattern, which is positive incentives, so he is considered a positive manager, or does he follow negative incentives, which is considered a negative manager.

Here, we say that the two methods can be adopted as needed, taking into account that most of the prevailing trends at the present time focus on positive incentives, as this principle gives the institution better positive results in the long run, as it raises the morale of individuals, and this helps to find a normal behavior that gives positive results at the level of the individual and the institution and leads to reducing bad behaviors among workers.

Comparing positive motivation and negative motivation, we find that negative motivation is able to provide good results in the short term, but over time there is a decrease in morale.

Because the negative side of incentives works to remind human resources of punishment and then discipline them, and negative incentives have harmful effects if management does not improve their use because they cause hostility between management and human resources and shift their attention to avoiding punishment and then making excuses, leaving work and limiting creativity and effort.

Figure (01) : The figure shows the types of material incentives:
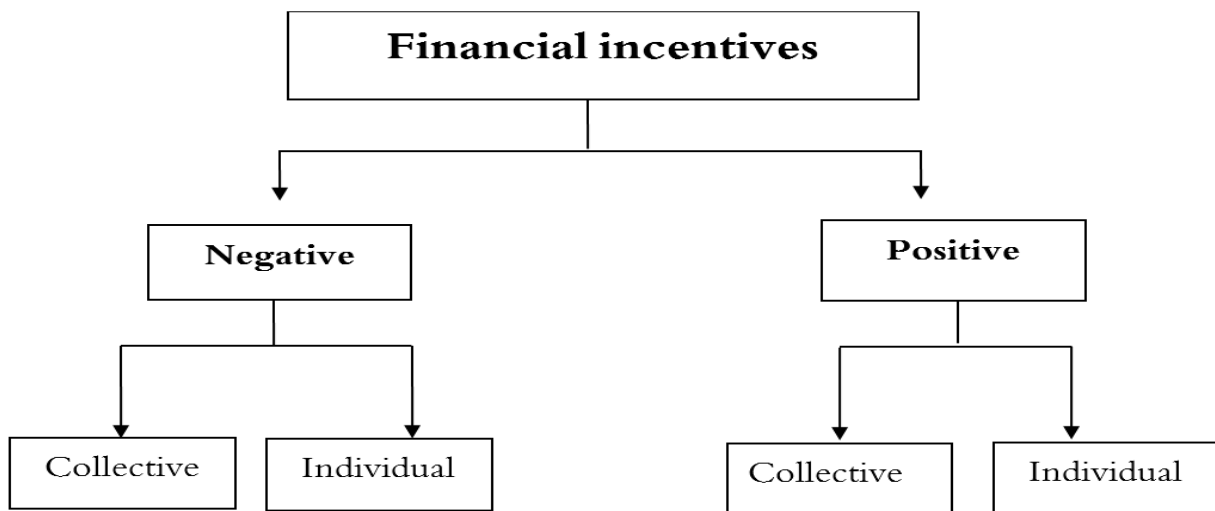
Source : Ihab Ahmed Aweidah, The effect of motivation on job satisfaction among workers in NGOs, Master's Note, Business Administration, Islamic University, Palestine 2008, p. 20.

Figure : (02) The figure shows the types of moral incentives
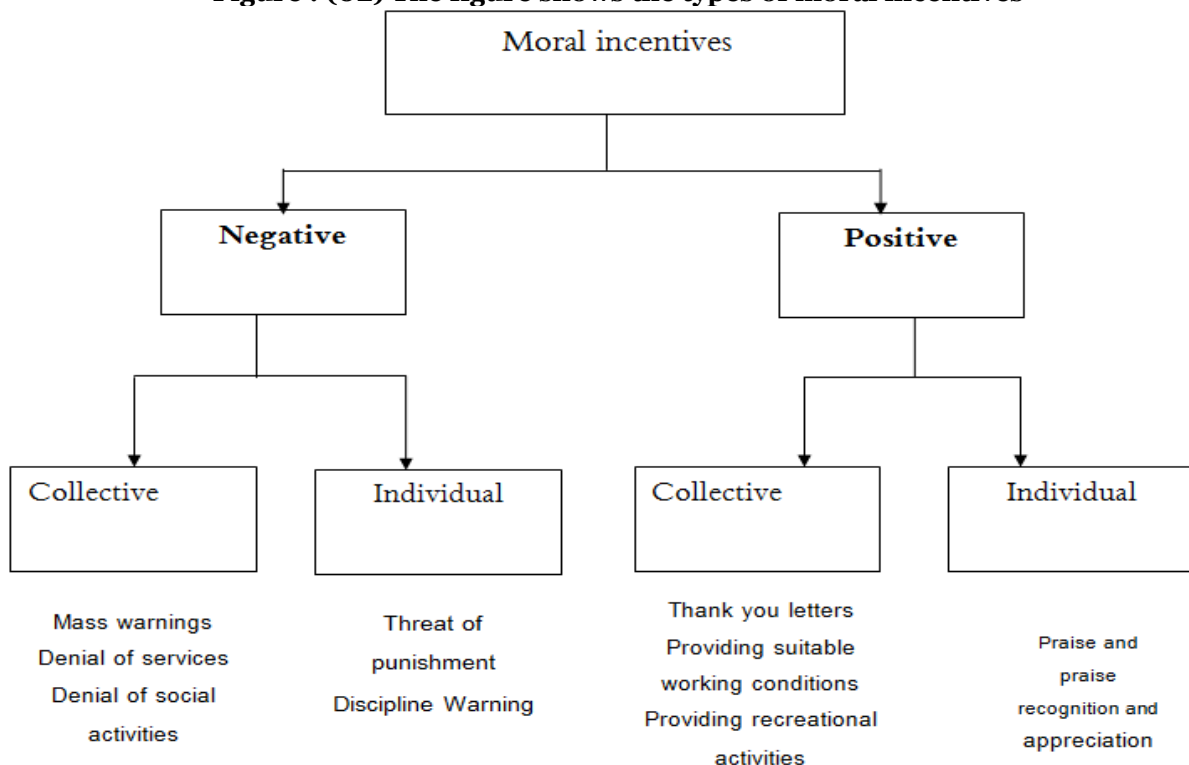
Source : Ibid., p. 20.

3.2 Disciplinary Policy :

It is necessary to emphasize that the primary goal of establishing a system of sanctions / discipline should not be a way to catch the mistakes of workers and inflict sanctions on him, but must be an effective and successful way to prevent workers from carrying out any undesirable behaviors at work and not to repeat any unacceptable behavior in the future, that is, in the sense of being a means of learning - modifying the behavior of the worker to always be purposeful behavior that achieves the interest of the work and the worker, and this method of learning is called reinforcement Negative.
It is of course best to use positive reinforcement as much as possible, that is, to encourage the individual to continue to carry out the desired behaviors and to support this behavior with rewards, incentives and others.
It is essential that the disciplinary system include the following key aspects:

❖ **Common Rules:**
It includes organizing work matters and controlling performance standards and behavioral trends in them, and often organizations publish these rules in the booklet (guide) of the new worker or on the organization's website or any other appropriate means, and these rules are classified into several categories, the most important of which are:
· **Performance Rules:**
It addresses an individual's performance including attendance at work, time conservation, work practices and performance levels, overtime readiness and others.
· **Safety Rules:**
It includes the operation and management of equipment and the plant, the use of safety and security means such as shoes, helmet, glasses, etc., and not to use any tools or machines unless the person concerned is qualified for it.
· **Behavior Rules:**
The code of conduct relates to the relationship and dealing with customers in terms of dealing with them with policy, kindness and responsiveness to their needs, as well as dealing with colleagues in terms of assistance and participation in teamwork.
· **Customs and Practices:**
It is natural that not all work rules are written because this requires great time and effort and the development of many manuals, and therefore there remain unwritten rules that are originally derived from the customs and practices that exist in the organization.

❖ **Penalties List:**
The discipline / sanctions system must include a clear definition of the various violations of the behaviors and actions likely to be carried out by the workers, and determine the type of penalty that will be imposed on the worker for each violation and should be reminded of the need to take into account the progressive penalties in terms of the seriousness of the violations and the severity / severity of the penalty n For example, the regulation often begins with violations related to late work or early departure before the date of maintaining the property of the organization and then embezzlement / theft and the penalties range from an oral warning, a written warning, Second warning, final warning, grade download Pause + written notice that this is the last chance to improve and finally dismissal from work.

❖ **System Management:**
The first step of managing the discipline / sanctions system is that the Human Resources Department prints all the rules and behavioral controls that must be adhered to and adhered to, and the types of possible violations and penalties imposed on each of them, and includes them in a booklet / guide and the employees are easily and easily informed (or published on the organization's website), and the authority / authority authorized to issue the sanction decision is determined.
Among the things to be considered when issuing the sanction decision are:
The availability of truthful, correct and objective information confirming that the worker committed a violating behavior according to the provisions of the disciplinary system (17).

4- Organizational Loyalty:

❖ **The concept of organizational loyalty:**
The concept of organizational loyalty is one of the administrative practices that have received increasing attention by researchers, and this interest has led to the prevalence of its concept among managers and academics, considering that loyalty represents an important element to link the organization with the individuals working in it, as he points out (18).
However, the loyalty of individuals to their organizations is an important factor in ensuring the success of those organizations and is emphasized. (19) However, loyalty works for the success and continuity of the organization because of its impact and reflection on the behavior of both the individual and the organization (20).

Definition of organizational loyalty:

Despite the increasing number of those interested in the subject of organizational loyalty, there is no agreement on a specific definition of it due to the multiplicity of organizations and angles through which researchers looked at it and to the difficulty surrounding defining a clear definition of this behavioral approach where it is defined (21).

It is an emotional connection between the goals and values of the organization and the role of the individual linked to its goals, values and objectives and focuses (22).

On the psychological perspective of loyalty and defines it as the psychological bond that binds the organization, which pushes it to integrate into work and to adopt the values of the organization and knows that it is a strong belief and acceptance on the part of individuals The goals and values of the organization and their desire to make a greater contribution to its interests with the availability of a strong desire to continue in its membership and also knows Loyalty is the positive feeling generated by the employee towards the organization and attachment to it and loyalty to it and compatibility with its values and goals and keenness on its survival through exerting effort and preferring it over others Organizations and pride in their exploits, which enhances their success.

Loyalty is a mutual investment between the individual and the organization through the continuation of the contractual relationship between them, where the individual has the desire to give a part of himself in order to contribute to the success and continuity of the organization.

5. Dimensions of organizational loyalty

There were many studies that dealt with the dimensions of organizational loyalty and there was no consensus on specific elements for it, and a study has indicated (23).

On three dimensions on which organizational loyalty is based, this study dealt with as a dependent variable:

Affective Loyalty:

This type is affected by the degree of awareness of the individual of the distinctive characteristics of his work from the degree of independence of work and the required skills and the proximity of supervisors and their guidance to him, and is also affected by the sense of the individual that the organizational environment to which he belongs allows him to participate in decision-making within the organization and knows him.(24)

As the individual's attachment to the organization and its goals emotionally and seeingly. (25)

Emotional loyalty reflects emotional attachment to the organization and the desire to belong to it and unite with its identity and opinion (26).

Loyalty refers to the degree to which an individual conforms to the organization and is emotionally engaged in it (27).

·**Trial stage**: It extends from the stage of job appointment of the individual for a period of one year, and this stage is considered an experimental in which the individual is subject to training, preparation and selection, and the individual tries to rely on his previous experiences at work hard to satisfy his basic needs of the need for acceptance from the organization and adapt to the new situation in addition to adapting its trends in line with the trends of the new organization and trying to show his experiences and skills to others around him. Buchanan also believes that the individual faces a number of situations and challenges at this stage, namely the lack of clarity of his role, the feeling of shock towards the new organization, trying to adapt his attitudes towards the organization appropriately, and trying to realize and understand what is expected of him.

· Work and Completion Phase:

It includes work experiences related to the first months from the date of commencement of work and the time period for this stage ranges from two to four years and through which the individual seeks to confirm the concept of achievement and the characteristics of this stage is the crystallization of the concept of loyalty to work and organization in the minds of individuals with individuals' fear of helplessness and their sense of personal importance (28).

· Stage of trust in the organization:

He believes that this stage begins approximately from the fifth year from the date of the start of work, where the trends that express the increase in the degrees of loyalty to the organization increase and the growth of this loyalty increases until it reaches the stage of maturity and indicates (29).

At this stage, loyalty is supported through the individual's achievement of opportunities for advancement and career growth at all levels, and the process of balance between the various efforts made by the individual for his work and the various outputs needed by the administration and trying to find the difference that supports his loyalty to the organization is evaluated.

5- Measuring organizational loyalty:

Although measuring organizational loyalty carries the organization's costs and hard efforts, it achieves great benefits for the organization that help correct deviations and errors in administrative practices, and there are benefits that accrue to individuals, some of which return to the organization in the first place, some of which return to individuals, and some of which return to society in general.

There is no doubt that all organizations work in a way that helps to achieve good living standards for their working members, and in order for these organizations to reach this goal, those in charge of them must follow up the evaluation of their activity from time to time to identify what they may achieve from material and moral gains and between their loyalty to them, it is possible by measuring the extent of individuals' loyalty to their organizations to estimate the success or failure of these organizations, and thus the wise management must before it begins to formulate policies or take The necessary steps to increase and develop loyalty among employees to collect data information about the influences, trends and determinants of loyalty The process of measuring loyalty is a conscious and purposeful administrative phenomenon that reaps the organization and workers from it many benefits, including:

· The measurement of organizational loyalty to management provides indicators of the level of job performance and this enables the organization to work to determine its location and direction compared to a previous period of time. Or it uses the method of comparing the level of loyalty of its employees with other organizations for the same period or at the level of the organization's departments or categories of employees (30).

· Involved in the installation of material, moral and human dimensions represented in feelings and attitudes towards many things related to employees and organization alike, so good management must identify feelings, feelings and needs so that you can measure and know the loyalty of individuals to this organization.

· Measuring organizational loyalty is a good motivational tool that successful management relies on using to measure and know the problems and obstacles facing individuals and the organization and then work to find appropriate solutions.

· The humanitarian research, especially related to organizational loyalty benefit the organization and individuals because individuals generate a sense of importance as a result of the administration's interest in them, which reflects a positive impact on the organization and individuals and these positive effects range from the desire to work and increase confidence and credibility as this research plays an importance in the development and support of good administrative communication patterns and encourage individuals to express their opinions and suggestions and activate them for management.

· This research brings great benefit to the organization at work in terms of the ability to bring about changes in management and working conditions, as the loyalty measurement is a tool for diagnosing points that affect raising or lowering the loyalty of employees to an organization (31).

Measuring trends is one of the means and tools that measure commitment, but it is not easy to measure these trends accurately, accurately, honest and reliable, and one of the writers suggests not resorting to questions and directing them to the individual to inquire about his directions, as this may not lead to honest and wounded answers, especially in sensitive topics that the individual is afraid to express his opinion frankly, so it is advisable to resort to indirect means of measuring trends, i.e. identifying the person's trends through conclusions and inferences from His apparent behavior.

Conclusion:

In the end, we can say that incentives have an impact on the loyalty of individuals within the institution, incentives are concerned with the income of the worker, which affects his standard of living and often also affects his ability to achieve the position he aspires to, and his needs in respect and self-realization, so management should not look at incentives on the basis of just paying the prevailing rates without having its own strategy and policy, because the modern trend is the one who looks at incentives as a tool that must be used effectively to achieve The goals that the institution seeks to achieve, and this can only be done with the help of consultants and experts to develop effective reward systems and incentives in order to ensure the loyalty of its members.

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