



## THE LOYALTY EFFICIENT PRACTICES OF EMPLOYEES IN INDUSTRIAL ENTERPRISES

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**ABSTRACT** This survey focuses on the study of the performing practices to the building up of the salaried employees' loyalty of the industrial companies in BENIN. In reference to the previous research works, we set up the hypothesis which is developed through four (4) factors which have to impact the salaried employees' loyalty such are: the enhanced value of skills, the involvement of salaried employees in the decisions making, the acknowledgement of the deployed effort by the employees and the progress in the career. This hypothesis is tested on the sample of sixteen (16) industrial companies. The results have shown that the implementation without discrimination of those practices gives rise to satisfaction according to the employees. The formers have consequently demonstrated a resistance towards external job opportunities. Thus, such commitment resulting from the satisfaction inhibits all impulses from the beginning which leads to the building up of the salaried employees' loyalty.

**KEYWORDS :** Enhanced value of skills – acknowledgement - involvement – promotion- motivation

### Résumé

Cette recherche est centrée sur l'étude des pratiques performantes de fidélisation des salariés dans les entreprises industrielles au Bénin. En nous fondant sur les travaux antérieurs, nous faisons l'hypothèse que quatre facteurs ont une influence sur la fidélisation des salariés : la valorisation des compétences, l'implication des salariés dans la prise de décision, la reconnaissance de l'effort déployé par les employés et le progrès dans la carrière. Cette hypothèse est testée sur un échantillon de 16 entreprises industrielles. Les résultats obtenus montrent que l'application sans discrimination de ces pratiques est source de satisfaction au niveau des employés. Ces derniers, par ricochet, observent une résistance aux opportunités d'emplois externes. Cet engagement du à la satisfaction inhibe tout velléité de départ d'où la fidélisation des salariés.

**Mots-clefs :** valorisation des compétences- reconnaissance- implication- promotion- motivation

**JEL:** M12 M51 C25

### I-INTRODUCTION

In a world where competitiveness has become global, where technological and industrial knowledge circulate without border companies for successful industrialization must think not only to meet the challenge of the markets for the products but also the mastery of his talents. They also realize that the best way to create competitive advantage and sustainable performance is to mobilize their employees to adapt to this environment (Barnet, 2003). In this context, a retention policy seems indispensable. Its effectiveness results from the interest shown by companies to their employees' motivations, their expectations and their needs (Guilbert and Henda, 2008).

Despite the strategies implemented in industrial enterprises to face competition, it is clear that there are problems related firstly to the inadequacy of the desired performance rate and secondly the resignation cascade some dissatisfied employees due to bleak Loyalty practices in these organizations (Rozan, 2003).

Search for mobile resignation of certain employees have led to conduct reflections on the theme entitled "Successful practices Loyalty of employees in industrial enterprises in Benin" to identify the different key variables that can also help maintain long as possible employees in industrial enterprises. The question is not to prevent the mobility of employees or the employability which are now important aspects of career management (Igalens and Roger 2007). But the purpose in this article is to help companies to know the real causes of resignations of its employees and in turn develop a policy for their loyalty in good conditions. To Guilbert and Henda (2008), the best way to retain and increase its economic performance is the fact that companies are able to develop their social responsibility while accompanying the profound changes taking place in the world. In this perspective, it is important to better outline the employee loyalty concept to achieve capture the different retention practices in human resources management. The question underlying our problem is: What are the

current retention practices in industrial enterprises in Benin? From this central question derive specific questions: What to do to retain employees in these companies? What is the use of retention of employees in industrial enterprises in Benin?

To answer these questions, it will be discussed successively: the theoretical foundations of employee loyalty, the methodology and results of the research.

### II- THEORETICAL FOUNDATIONS OF LOYALTY EFFICIENT PRACTICES

After having defined the notion of loyalty, we will discuss the practices that are associated and limitations.

#### 1. The notion of loyalty

The loyalty of employees is little attention in human resource management literature (Peretti, 2004). Importantly, the authors rarely offer a definition. So Georgelet (2012) considers that loyalty of employees plays a vital role in business success. However, it does not provide definition of this concept. Similarly, Schermerhon and Chappell (2002) expands on the loyalty of employees on ten pages without qualification or define it.

Is loyalty a concept difficult to define? Or, conversely, a clear concept can happen definition? To better understand the outline of this article, it is essential to ensure to define the concepts used, to avoid any confusion with similar concepts. To do this, Pascal (2014) considers that "the loyalty of professional talents to the company corresponds to the relationship of trust that unites the talents to his organization and expressed through their resistance to the adoption of a behavior Opportunistic facing an external job". However, this definition has the disadvantage of only associating loyalty to a trust. There are many examples of faithful employees to their company even in the absence of trust.

Furthermore, the concept of trust further refers to a relationship between two individuals. Thus, an employee may feel a trusting relationship with his supervisor or his employer, but not be loyal towards his company for other reasons. Conversely, it may be faithful and feel attached to his business in the absence of trust vis-à-vis his superior. If for example the retention of employees in the event of economic crisis according to (Giraud, Roger and Thomines, 2012).

Human Resources Management (HRM), customer loyalty is "a major issue" (Paillé, 2004, p. 5), "a recurring theme" (Colle, Peretti and Cerdin, 2005, p. 1) and therefore a "major concern of organizations" (Poulain-Rehm, 2006, p. 442). "In recent years, the success of an enterprise inevitably involves its ability to develop the skills necessary for growth, maintaining its staff to develop it but even better, retain it" (Lachance, 2011, p. 9) . A high rate of mobility can have negative consequences on the company's performance (Kwon Chung, Roh, Chadwick, and Lawler, 2012). Moreover, companies often establish a set of measures to reduce the resignations of employees (Peretti, 2001). Issues of loyalty does not stop there. Indeed, the reduction of

resignations is only the first objective of retention of human resources: retention also reduces internal dysfunctions and improve the mobilization of employees (Paillé, 2011).

The crucial importance, employee loyalty deserves special attention from researchers. The employee retention strategy according to Peretti (2005) is the set of measures to reduce employee resignations cascade. As a result, a faithful employee has a significant length of service, a very low propensity to seek and examine the external job offers and, in general, a strong sense of belonging. Retention also allows better management skills. To Thery (2006), "Professional competence is a combination of knowledge, skills, knowledge and abilities to be carried on in a specific context. She finds during its implementation in professional situations from which it can be validated. "Competence can be related to a specific environment, it has an evolutionary character and its developer is the result. Thus, it is cheaper for a company to retain an employee than to look for another, a faithful employee generates more revenue than a casual employee (Dutot, 2004). The fact that the employee may be faithful and feel attached to his business in the absence of trust vis-à-vis his superior, supervisor also has a key role in the development of trust, it needs to implement measures to attract and retain employees, paying particular attention to maintaining their commitment to work, the evolution of their skills or even to preserve their health (NAALC, 2009). The springs on which employee loyalty rests are of great complexity. To better grasp the concept, Paillé (2005) offers three forms of loyalty at work: the real loyalty binds overall satisfaction and emotional commitment. In this case, employees adopt organizational citizenship behaviors that promote group cohesion and the work atmosphere is friendly; conditional loyalty depends on the feeling that the employee has material rewards he receives for his skills and efforts are in line with expectations. The last, the facade of loyalty characterizes the employees remaining in their company not by will but by duty: they combined an overall dissatisfaction with the commitment to continuity. The diagnosis of determinants is therefore necessary.

## 2. The successful practices of employees Loyalty

The loyalty of the individuals in the organization is largely determined by the development policy of recognition and sense of fairness or unfairness it generates. The recognition of the contribution of high potentials to the company's performance is fundamental to arouse in them a sense of justice and a willingness to organizational commitment (Peretti, 2001; NAALC, 2009). The recognition is manifested through several items. The most important relate to compensation and dynamic career opportunities. Remuneration based on performance and contributions of employees to the company's progress raises the commitment and sustained investment in the firm. Similarly, dynamic career opportunities promoting training and promotion are sources of satisfaction and therefore loyalty. To (NAALC, 2009), they reinforce the commitment of key employees to their organization and inhibit any severance hint. Indeed, all these practices developed by HRM professionals aim to prevent, among employees hemorrhage skills in the external environment.

Decentralizing decision-making bodies, the observed difference between prescribed work and real work manifests "human presence", the share of individuality and human creativity, irreducible character procedures and machines, their skills, "intelligence work" (Oliver, 1999). Conversely, the "suffering at work" (NAALC, 2009) increases as the recognition and autonomy of an employee are dwindling. The recognition and autonomy assigned to the heart of the organization of work have become a creed in speeches (Paillé, 2005). Autonomy gap as prescribed work has consistency only if the work is actually the subject of regulations. It is imposed, assigned by the organization of work. Ibal Bernard, former vice chairman of the CFTC wrote: "The old dependency of the performer and tends towards a responsibility to autonomy; project management breaks the fixed flowcharts and perennial teams". The introduction of market logic into the business (Bouchez, 2003) distorts and undermines the very nature of wage link is to say that of subordination. We are faced with an employee or subordinate or independent. Querying, Auvergnon (2003) makes sense, "we went from the 19th to the 20th century, the contract with the law, the status of the contract. Would be in the early 21st century, in reverse?" In other words, we would of Social Responsibility in Corporate Social Responsibility Employee? (Adorn Cloarec and Le Berre, 2006).

Contrary to industrial work subject to the logic of the position and

subject to a strict managerial control, knowledge work, expertise uses the reflexive and resolute capacity of employees. Talent management therefore calls for a break with the physical paradigm of the organization represented by the couple: post-control. The shift logic must give way to that of autonomy and resolution. Work on problems, not recurring tasks is a corollary of greater freedom of experimentation, analysis, errors and learning (Almudever and Le Blanc, 2006). Autonomy in the work can be materialized by the right choice of resources, freedom of decision, and time flexibility of the workplace. It aims to provide the employee with ideal working conditions that encourage it not only to integrate the business, but to engage in it permanently.

Looking autonomy, the employee is aware, deep down, that by accepting a contract, he deliberately alienated some of his freedom. As for the employer, it would control procedures and professional practices, but he is aware that production also depends on initiatives and autonomous crafts employees, source development and inventiveness. It is for this reason that one of the concepts of productivity through the enhancement of employee autonomy, together with ways.

Figures show the autonomy of collective characteristics that analyzes (Zarifian, 1992). The required autonomy is largely a team effort. It is not through isolation, autarky, but rather by the networking and cooperation. The employee can do what he wants, not because no one sees or interferes with its action, but because it is his views prevail in a consultation. It gains to cooperation those he depends (hetero autonomy). So we do not return to the artisan "sole command" in his studio, but a doubly negotiated autonomy, both within teams and between teams. This negotiated autonomy is one of professionalism links (Berthet and Cru, 2003).

In short, this effort of autonomy and flexibility in work, is not only the preservation of skills, but also aims to make it difficult to transfer to the outside of specific expertise. The link between skills development and retention highlights the complexity of the loyalty process. To Galois (2006), retention through skills management is a process in three dimensions:

The first is to manage the tasks and skills of employees for their loyalty. To do this, the author insists initially on the need to keep employees in their career, their finding missions quickly and regularly, anticipating for missions. For this, the flow of information within the network of employees will help improve the management of human resources. Skills development is the second axis to retain employees. Accesses to training and opportunities for career development are seen as high expectations of employees (Cohen-Scali, 2008). Skills management is instrumented with the new database that has transformed the way they work. This new tool brings them to work in logic of skills, rather than by reference to trades. Finally, also for (Galois, 2006), contract management and payroll is, to a lesser extent, the third axis of loyalty process because it can be a source of satisfaction or dissatisfaction. According Peretti (2001), it is, for employees, a factor in assessing the delivery of the employee's service. However, this tool is no reference to meet the other two dimensions namely the psychological dimension and the economic dimension: the psychological dimension calls on the quality of the interpersonal relationship between employees and their supervisors as the fourth axis of the process Loyalty. To André and Légeron (1999), employees and managers make a lot attention to the importance attached to their expectations (regarding the tasks to be performed, the work environment, the pace of work, salary, etc.) to their account. To Galois (2006), employee retention is only possible if the actors trust: trust of former employees in the skills of new recruits; confidence of new recruits in the ability of their former find their corresponding missions. Elders must have empathy faculties to listen and understand each other's expectations. Between old and new services trade help to reinforce the loyalty process; the economic dimension refers to all the financial benefits available to new employees through the works council, and participation in the company's profits. It also refers to benefits to which employees are entitled, such as access to housing credit or subscription of mutual and that secure in their status (Colle, 2010). Once these dimensions reached, employees' sense of belonging and actually working to organizational performance. The most challenging aspect is the loyalty of all employees of a firm, particularly because of the cost it represents, and organizational and material constraints. To be really effective and do not be against-productive incentives Loyalty measures should be

targeted to qualified employees. To Dalton (2005), all employees do not have the same level of performance, so there is no reason to regret them in the same way when they leave. Thus, the policy of incentive to be applied must be taken into account. It is therefore to motivate through skills development. Loyalty is not done without limit.

**3. Limits retention**

Loyalty cannot be done without skills development, employee involvement in decision making, promotion and satisfaction. It strengthens those elements. Thus, these are the tools that discourage employees to leave, for fear of the consequences of their departure. But K rnig (2008) retain employees against their will was never really a motivator. Other limits are also presented through the nuance between loyalty (free and conscious choice to stay in the business) and retention (choice more or less imposed by the risk of losing benefits) because whatever the financial advantages offered to employees, this criterion is not enough to distinguish himself for an employer of choice a classic employer. Loyalty implies targeting of talents. This leads to frustration and division within the team because of the discriminatory nature. In total, respect for the ethics of social equity; equity in remuneration; flexibility etc. are necessary for the success of loyalty. The respect of all these elements is done in time and in space. Loyalty is therefore a system that requires some planning and mobilization in the long term (Chaminade, 2003).

**III- APPROACH RESEARCH METHODOLOGY**

The methodology implementation to examine good practices employee loyalty has two phases: a qualitative phase, focused on observations, semi-structured interviews, expert interviews and a quantitative phase based on structured questionnaires based attitude of scale and administered with 16 HR and 80 employees responding targeted industrial companies. In other words, a conceptual model based on assumptions and theoretical literature is developed. In help of the theoretical model known, empirical analysis using econometric tool through a logistic model.

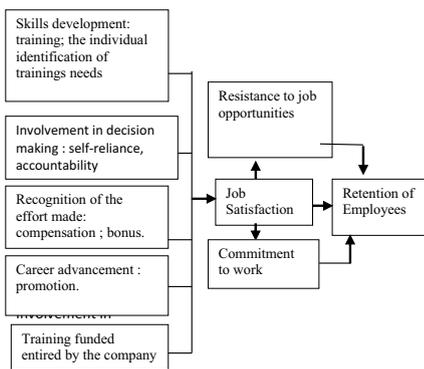
**1. Choice of variables and assumptions**

The dependent variable of this research is employee loyalty. Explanatory these are five in number: skills development; involvement in decision-making; recognition of the effort made, entirely funded by the company training and career progression. They are essential components of models because of their empirical relationship established with voluntary turnover (Gaertner, 1999).

Moreover, Bernard et al. (2003) find a positive but not significant measure of the direct influence of satisfaction on the intention to stay. Research hypotheses are: Hypothesis 1: The maintenance of employees in the industry depends on their satisfaction levels. According to Price (2001), external employment opportunities have an indirect negative impact on working through the satisfaction since the existence of better opportunities in relation to the job held can lead to dissatisfaction and subsequently decrease intend to stay. This is the origin of the formulation of the hypothesis 2: Resistance to external employment opportunities is determined by the level of involvement of employees in decision making. Overall satisfaction of the employee retention that can cause leaves no margin in the skills enhancement policy. Thus, Hypothesis 3 is formulated: The skills valuation practices have a direct impact on retention.

So the conceptual model of the research is as follows:

**Figure 1: Conceptual Research Model**



Source: ourselves, 2015.

Reflection on the successful practices of employee loyalty is posed in terms of a simple dichotomous model. Indeed, it is arranged to n individuals in a population, an interest that is binary variable Y that is to say for the individual variable i is written as

$$Y_i = \begin{cases} 1 & \text{if the individual has practiced external mobility} \\ 0 & \text{if no} \end{cases}$$

Add to this a set of explanatory variables ( $X_1, X_2, X_p$ ) and parameters ( $\beta_0, \beta_1, \beta_2, \beta_p$ ) to estimate. Thus, the econometric model on the analysis of the logistics platform and is written as follows:  $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p + \epsilon_i$  "with"  $i=1, \dots, n$ , and  $\epsilon_i$  the residual term.

**The dependant variable: Loyalty of employees.**

To understand the extent of the dependent variable is used a technique to hand, that is to say the measuring external mobility. When an employee performs an external mobility, it is not loyal to his job. Instead, he is loyal to his job when he does not perform external mobility. This binary variable is expressed in terms of other arrangements made by the explanatory variables. Its mathematical expression is of the form:  $Prob(Y_i = 1/X_i) = \frac{\exp\{\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p\}}{1 + \exp\{\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p\}}$  that is to say, the

probability of an individual to have experienced some form of modality Y given Xi.

**The explanatory variables:**

They are drawn from the literature in management science and specifically the conceptual model (Figure 1). They are essential components of models because of their empirical relationship established with voluntary turnover (Gaertner, 1999). However, for reasons of measurement difficulty, the variable on the career progression of employees is not taken into account in the econometric model. Thus we have:

*Training (ORGFORM)*: sending training can be perceived by employees as recognition of the effort made by the company but also by the employee himself. This is a source of loyalty. This variable is likely "category". A positive sign is expected.

*Valuation competence (MOBINT)*: the requirement to promote employee loyalty incentive to vertical mobility to the enterprise through. This variable is apprehended by a proxy that is to say, the "internal mobility" which is "categorical" in nature. A positive sign is expected.

*Involvement in decision making (SATMSDE)* over the employee is involved in decision making, the more it builds loyalty to the company. This variable is measured by a proxy "human relationships with the top," it is likely "category". A positive sign is expected. *Training entirely financed by the company (FOENFIE)*: where the employee to increase productivity receives training, he is satisfied at work and better when training is fully funded by the company he loyal to the company as sign gratitude. This variable is likely "category" and a positive sign is expected.

In short, the logistic model used to estimate is as follows:

$$\ln \left( \frac{Prob(MOBEX_i = 1/X_i)}{1 - Prob(MOBEX_i = 1/X_i)} \right) = \beta_0 + \beta_1 ORGFORM + \beta_2 MOBINT + \beta_3 SATMSDE + \beta_4 FOENFIE + \epsilon_i$$

**2. Methodology and Data**

The search is performed in Benin. The identification and enumeration in the field indicate the existence of two hundred fifty four industrial companies (254). After presentation and confrontation of the first database with the Ministry of industrial directory, a second database is established. The selection of the companies in this database was made according to certain criteria: companies that use a staff of senior staff or equal to one hundred, recognized by the Chamber of Commerce and Industry of Benin and likely to have a policy Career Management. They are 16 in number and are broken down as such: four textile companies; 6 agribusinesses; 33 chemical companies and machinery and equipment companies.

**3. Processing and analysis tools used**

In view of the research questions, it was used in the processing and analysis of results, instruments such as: Alceste software for content analysis, SPSS software, multiple correspondence analysis (MCA)

and logistic regression test with the Statistica software. The results of the logistic regression are presented in Tables 1 and 2.

**IV- RESULTS**

**Tableau 1 : Résultats du modèle global**

Explanatory variables	Coefficient	p-value	Interpretations
Opportunity Search	1.0201	0.135	Not significant
Lack of training policy	-0.5160	0.514	Not significant
Absence of political motivation	2.0626 **	0.018	When the lack of political motivation increments while the propensity for an employee to know the resignation increases by 7.87
No enhancement policy	-2.3921**	0.013	When the lack of enhancement policy increases by 1 while the propensity to know that an employee resigns decreases 0.09
other reasons	-0.907	0.428	Not significant
Constant	-2.0125***	0.001	Significant

\*\* , \*\*\* Represent statistical significance of the variables at the 5% level and 1%

**Table 2: Result of the definitive model**

Explanatory variables	Coefficient	p-value	Interpretations
Absence of political motivation	2.0260 ***	0.004	When the lack of political motivation increments while the propensity for an employee to know the resignation increases by 7.58
No enhancement policy	-1.7123**	0.029	When the lack of enhancement policy increases by 1 while the propensity for an employee to know the resignation decreases 0.18
Constant	-1.8718***	0.000	Significant

\*\* , \*\*\* Represent statistical significance of the variables at the 5% level and 1%

The analysis and interpretation of the summary table gives rise to the comments below:

**1. The specific motivation practices**

The study focused on two types of motivation: the pecuniary motivation (wage paid is above the work performed; premiums etc.) and the psychological (I do not receive my direct superior encouragement I need; internal decoration; recognition by the company recruits the importance of employee skills etc.).

As regards practices in financial motivation, 37.2% against 34.6% expressed satisfaction, these statistical results show that employee motivation in these industrial companies meet the criteria that certainly are not applied in the same way. From the second question on the validity or otherwise in the way of motivating, 39.7% believe that there is no fairness in how to motivate against 29.5%. For them, merit, talent and individual performance are considered the sine qua non of motivation and progress in organizations. It may seem curious that 39.7% deem inappropriate because these criteria, ignoring that today, competition is so much greater that there is no place for those who are poor. And this answers discrepancy results in the non standardization of rules and criteria underpinning the motivational practices. But since the motivation is not as wage order, the affirmation *I do not get my immediate superior encouragement and support I need* obtained during the analysis of content allowed to have visibility over the psychological motivation. In case, 44.7% of respondents say that the psychological motivation is required against 38.10%. This result indicates a trend likely balance in the answers. This divergence in responses reflects the existence of two models of participation in the work shown by the practice of motivation: the employees enrolling in model performance logic (merit, talent, performance, competence, etc.) and that of those who hide behind the pretext mediocrity certainly they are not old. This trend confirms the theory of X and Y Douglas MacGregor.

These rare opportunities of motivation (wage and psychological), which are essentially internal, based on merit, talent, individual performance of employees and their skills are opportunities for strong rivalries between some. Competent employees on one side and poor on the other wanting to keep their seats or if possible improved. Often those skilled discouraged. So they quit to try their luck in other firms. If this professional cohabitation seems friendly, some do not hesitate in surveyed firms trying promoting strength and direct rivalry inevitably leading to the departure of one of the two employees. In this context, it is clear that with the development of certain practices differentiated mobilization of employees appear contradictions and even rivalries. These rivalries that sometimes lead to the resignation of employees can also be present in the practices of recognizing and valuing employees.

**2. The practices of employee recognition and valuation.**

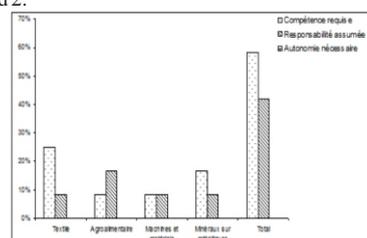
In terms of recognizing and valuing employees, the following variables were the subject of the study: the valuation of skills developed by the employees; accountability; my colleagues are willing to listen to my problems; provide the framework and employee wage developments.

Compared to the valuation of skills developed by employees, 49.50% believe being recognized against 28.6%. These statistical results serve to highlight the existence of recognition practices. For proof, content analysis of open questions reveals this: "it feels good, so we're working well," "when talking about business, we say that it is a good box", "is what I heard when I was outside and when working there, we realize that it is true "; "there is an incentive plan, which is rare for a company of this size ". All this added to the statistical results indicate that the recognition of the effort expended, know-how and competence, are an essential stimulant that promotes the maintenance of employees in organizations and in turn creating value. What rhymes perfectly with the developments (Kaplan and Norton, 1996), when proposing three new HR outcome measures: job satisfaction of the employee (recognition), staff retention and, productivity. Kaplan and Norton consider recognition of know - how and skills as a means, or condition of achievement of two other measures. Recognition without the valuation does not encourage employee loyalty.

To do so, the results on accountability following the learning achieved by training employees in order to enhance the show that valuation practices are considered essential to the development of the business by the majority of respondents. The valuation not only work adjustment but also strengthens the commitment of competent employees to their organization and inhibits any severance hint. These results are confirmation of hypotheses 1 elements and 2. 94.2% of respondents believe that the methods and valuation tools are intended to anticipate the development of new skills. Content analysis reveals the following: "raise land men"; "Train to become a team leader. Training in management, its level "; "Versatile people, the worker is also versatile, the worker's team leader, by working ". These are many words that indicate that most of the surveyed companies organize continuous training for employees. The initiative and creativity are valued by the company and are subject to premiums. The talents and the leitmotif of human resource managers is known reward is "one must grow together." There is indeed a desire for personal development of employees. The results obtained in relation to the issue related to the valuation of employees as a source of loyalty are as follows: 91.70% of the surveyed human resource managers deem appropriate valuation practices. For them, the lack of recovery often leads to resignation in targeted industries in Benin. But these employee recognition and valuation practices are sometimes the source of level up criteria.

**3. The criteria for progression level in Benin industries**

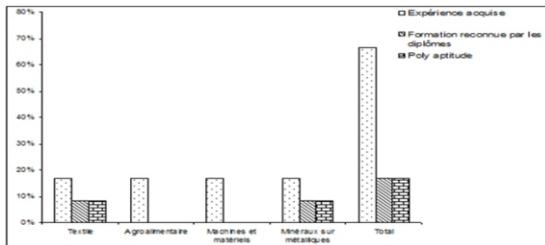
The criteria chosen in the study are: the required competence; the responsibility assumed; experience and initial training presented by Figures 1 and 2.



**Figure 1: Distribution of companies according to fundamental criteria of progression levels.**

As to whether or not the criteria to advance in level, 75% of respondents recognize that there is a set of criteria that is applied as part of the progression in levels in the organizations where they work. This set of criteria in its essence is accepted by employees. They view it as emulation means when practices based on clear, accurate, respected and applied without discrimination. This is clear from the answers given to HRM issues.

Among the fundamental criteria, both dominated by the results of Figure 1 and are chosen as key values on which the company relies to decide the progression levels of its employees. The skill required is selected at a rate of 58.30% against 41.70% of responsibility assumed criterion. So we can say that companies, to decide the progress level of its employees are based on the required competence and responsibility assumed.



**Figure 2: Distribution of companies according to the additional criteria for progression levels.**

Other additional criteria must also be considered. Among them, only the "experience" criterion dominates with a rate of 66.70%. Overall, the assessment criteria of a step in progress are presented in the following hierarchy: the required skills, the responsibility assumed and experience. Past experience that cannot be completely dissociated skills can help to estimate the degree of integration of skills in Beninese industries. For this, Dalton (2005) to say that the employee has an interest in getting involved to get the "skills portfolio" as rich as possible with all the consequences it generates in terms of loyalty and above all prospects of progress in level.

Initial training, that is to say the one recognized by degrees comes with a rate of 16.70%, this shows how much she gives employees specific skills required for the performance of a function. One of its functions is also the "contacting" with their professional future. Moreover, certain formations endow their holders' decisive advantages by informing them of the new conditions for success and preparing them to face the best the labor market. But the conditions for acquiring further education expressed by employees are also at the origin of sociality work practices.

#### 4. The practices of sociability at work

Compared to sociability at work, the study focuses on differentiated mobilization of employees; empowerment; be available with regard to the company in a time of extensive work etc.

In terms of the granted autonomy, differentiated mobilization of employees, 28.6% of respondents believe that these practices are absent against 22.1%. These results demonstrate the existence of two groups, one or participates actively in social game wins and the other loses. Content analysis allows highlighting the remarks made by some employees interviewed. "Be available with regard to the company in a time of extensive work like other officials," "not claim anything in return and with a smile," "the level of some of us, the path seems to evolve Conversely", "for others, they are never absent and overtime are not counted". Officials for their less emotional. According seizes (16) HR managers interviewed in these industries in Benin, on the one hand, they are much less "obsessed" with an upward career path then stagnant for a number of years. Furthermore, the change in their status is based on the assimilation and practice of skills required and valued in the organization of work in place in industries. All these practices led him to understand that these rules are formal and independent actors, defined by the weight of the structures and hetero norms constraints. This social game perfectly joins the theory that: unavoidable, the social game returns in society whose objective is in the same relationship. This game is sufficient in itself and while that may be serious, it is fun

vector (Durand, 2004). However, differentiated mobilization of employees does not mean exclusion of social games. By social game is meant the possibility of movement, autonomy, recognition and valuation of a group of employees in relation to the other, the game offering margins of freedom (Grozier and Friedberg, 1977).

Social games are many, and a number of control officials seem to maintain their legitimacy. Indeed, the latter in a double burst of compassion for their subordinates and individual interest in ensuring the sovereignty of their status does not hesitate to encourage them to return home after their working hours instead of work overtime to support them. These practices differentiated mobilization of employees through this game are made objectively and subjectively constituted groups, based on collective rules and the grip through which each unfolds a singular game (Cortee, 2003). Finally, the fun also involves the work itself, all employees surveyed believe that work is a source of satisfaction and fulfillment of man.

#### V- CONCLUSION

The question in this research is that of successful practices Loyalty of employees in Benin industries. Analysis of the results has identified several loyalty incentives. Overall, the results are used to identify the contributions that are managerial skills development, employee involvement in decision making, the entire funding of continuing training, recognition and promotion. These contributions are factors favoring retention.

The main theoretical limit regarding the ad hoc nature of this research is that which does not directly verify the causal links. Indeed, the dependent and independent variables to apprehend requires other intervening variables. In this case, the results obtained from a regression are not always possible to easily identify causal relationships. A dynamic approach to the analysis of the explanatory factors of loyalty in business would be of interest for further research. The major difficulty in the implementation of a retention policy is that it is a variable in time and space. The lack of future prospects therefore weighs heavily in loyalty of employees and approach deserves much attention.

To do this, two conditions are necessary for the implementation of this policy: the involvement of permanent staff in a real business project; HR creating a full-time position.

The management policy that results from this research is to make available the tools necessary corporate decisions and determine the direction to be taken by them in their safeguarding investment.

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