

## Incentive of job stability and its relationship to the performance of the worker in the industrial establishment: The case of Sarmook Company for Oriental Drinks, Setif, Algeria

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**Abstract:** Our research topic stems from organizational problems linked to the internal environment of organizations, especially the stimulus of job stability and its relationship with functional performance in industrial organizations. Thus, we have to research job stability nature and how to reinforce it within the organizational pattern without its being other than a defensive mechanism used by employees to remain in the institution in light of the increase of the demand for preferred recruitment, and how the latter influences the efficiency of performance and increases its levels. Therefore, we put the variants of job stability and functional performance in their conceptual and theoretical contexts as an attempt to examine their relationship so that we can apply them to the organizational reality for the empirical methodological approach in order to strengthen the organizational structural vision. We used the descriptive analytical methodology with its characteristics that would enable us to obtain the data needed for conducting this study. To achieve it, we employed direct observation, questionnaire and interview. In addition, we ended with a sociological reading for the study results that included a reading for it in light of the assumptions and objectives of the study as well as the theoretical patrimony proved the existence of a substantial relationship between job stability and job performance. To consolidate this relationship, we included in this study a number of recommendations, among which the most important was the necessity to establish organizational justice in the subject organization to ensure the sought-after efficiency of the human resource.

**Keywords:** Functional performance; incentives; stimulus of job stability

### حافز الاستقرار الوظيفي وعلاقته بأداء العامل في المؤسسة الصناعية: دراسة ميدانية بمؤسسة صرموك للمشروبات الشرقية بولاية سطيف – الجزائر

أ. رفيقة بن منصور

جامعة باتنة 1 | الجزائر

**المستخلص:** ينبع موضوعنا من المشكلات التنظيمية التي ترتبط بالبيئة الداخلية للمنظمات وتحديدا بحافز الاستقرار في العمل وعلاقته بالأداء الوظيفي في التنظيمات الصناعية؛ لذلك علينا البحث في ماهية الاستقرار الوظيفي وكيفية تعزيزه في النسق التنظيمي دون أن يكون سوى ميكانيزم دفاعي يستخدمه العاملون من أجل البقاء في المنظمة في ظل تنامي الحاجة إلى التوظيف المميز، وكيف يؤثر هذا الأخير في تفعيل الأداء ورفع مستوياته. لذلك وضعنا متغير الاستقرار الوظيفي ومتغير الأداء الوظيفي في سياقهما المفاهيمي وفي إطارهما النظري كمحاولة لسبر ماهية العلاقة التي تربط بينهما كي يتسنى لنا النزول بهما إلى الواقع التنظيمي للمقاربة المنهجية الامبريقية لنقوي من خلالها الرؤية الهيكلية التنظيمية، مستخدمين المنهج الوصفي التحليلي لما له من مميزات تجعلنا قادرين على الحصول على المعطيات الضرورية للدراسة. فكانت الملاحظة المباشرة والاستبانة والمقابلة هي الأدوات التي استشهدنا بها. وانتهينا بقراءة سوسيولوجية للنتائج في ضوء الفرضيات أكدت أن هناك علاقة جوهريّة بين حافز الاستقرار في العمل والأداء الوظيفي. وفي يتم ترسيخ هذه العلاقة ضمن الدراسة مجموعة من التوصيات كان أهمها ضرورة توطيد العدالة التنظيمية في التنظيم محل الدراسة لضمان الفعالية المنشودة من المورد البشري.

**الكلمات المفتاحية:** حافز الاستقرار الوظيفي، الأداء الوظيفي، الحوافز.

## 1. Introduction

Stability at work is a state of adaptation and harmony in the job and integration with its components and elements and a goal sought by individuals to achieve job security regardless of the field in which they work or the sector to which they belong whether public or private. Because of the economic and material transformations brought about by the rapid changes in the modern labor market, jobs have become less stable and safe, and organizations are suffering from the rapid pace of internal work turnout as a result of the dynamism of the economic sector, which requires permanent renewal whether at the level of the means of production or the quality of the human resource, in order to comply with the requirements of the targeted modernization. This permanent mobility usually has negative side effects that are reflected on working individuals by losing focus in the role and tasks assigned to them because whenever one adapts to a certain mode of production, he gets changed to another and thus functional deficiencies are born and they prevent him from performing his role effectively, which makes him more vulnerable to feelings of anxiety, tension and fear for his professional future, especially if this change is not accompanied by the formation of facilities to reintegrate him with the new environment, and this instability may lead him to withdraw completely from the organization and leave work if this update requires a long time frame and a double effort from him to adapt and start again to activate his performance.

### The Problem of the Study

The phenomenon of job stability in the organization emphasizes an advanced stage of organizational maturity in the work environment. The most prominent of these features is the ability and flexibility of the Human Resources Department to absorb the continuous changes and updates in the required new jobs and the technical specifications they require. This interest in upgrading skills, refining knowledge, and enhancing power centers and performance levels generates among employees a sense of belonging to the organization and a good level of job satisfaction.

Any threat to this feeling leads them to a forced change in their organizational attitudes and behavior, which is reflected in their level of performance and achievements and weakens the spirit of commitment and loyalty to their organization.

This study comes to investigate part of this problem, which is the phenomenon of job stability and its relationship to the performance element. Through our research, we will try to answer the main question: What is the nature of the relationship between job stability and the performance of workers in economic institutions? Sub-questions were formulated as follows:

1. Does promotion contribute to a reduction in work turnover?
2. Does flexible supervision have a role in triggering workers' self-discipline behavior?
3. Does improving physical conditions contribute to reducing worker absenteeism?
4. Does the quality of social services provided by the institution reduce the indiscipline and indifference of employees?

### Hypotheses of the Study

Main Hypothesis:

Job stability has to do with enhancing the performance of workers in industrial institutions.

Sub-Hypotheses:

1. Promotion contributes to a reduction in work turnover.
2. Flexible supervision has a role in triggering workers' self-discipline behavior.
3. Appropriate physical conditions contribute to reducing absenteeism of workers.
4. The quality of social services provided by the institution reduces the indiscipline and indifference of employees.

### Importance of the Study

The importance of this study lies in:

- Identifying aspects of job stability in the field so that managers know the flaws in the management of human resources.
- Highlighting one of the organizational problems that the organizations suffer from
- This study is a sociological and organizational approach to the reality of workers in Algerian institutions.

### Objectives of the Study

1. Providing an analytical descriptive study of the phenomenon of instability at work.
2. Describe the phenomenon of job stability to give a realistic picture of it from one of the Algerian institutions.
3. Identifying the most important factors of instability and their impact on job performance in the institution of this field of study.
4. Seeking to pass through the variable of job stability from the psychological cognitive field to the sociological field to enrich his knowledge.

### Defining Concepts

#### The Concept of Job Stability

Job stability means: "Always notify the worker of the security and protection in his work and strive to ensure his reasonable freedom from fear as long as the measures taken to provide him with sound steps and his production is not a cause for concern, so officials must take opportunities on every occasion to notify the worker of security and comfort and ensure his stability by motivating him, provide freedom of association and industrial security and promotion" (Abdul Wassa, 1973, p. 81). The element of stability is an imperative necessity and a basic pillar that must be present to ensure professional success and reach the desired goal (Iman, 2020). Henry Fayol considers the stability of the employee one of the general fundamentals of management. He defines it as "keeping the employee in his place at work and not transferring him to another work post. More efficiency and less expenses result from keeping the employee in his place." (Al-Deeb, 2006, p. 84). Job stability represents a state of adaptation and harmony in the job in which the person works in all aspects in terms of carrying out the required tasks to the fullest and the nature of relations with the work group. The element of stability is an inevitable necessity to achieve professional success and an important catalyst that positively affects changing negative work behaviors and the idea of leaving the job and has an important role in both social life and professional life because it instills in workers a sense of job security.

In turn, we develop a procedural definition of job stability that is consistent with our study: "It is the worker's feeling of a high level of satisfaction because of the availability of a set of guarantees provided by the organization represented in the material, moral, social and psychological satisfaction of the worker. These gratifications push him to enjoy as much concentration as possible in the job."

#### The Concept of Job Performance

It is stated in the Dictionary of Administrative Sciences Terminology that performance is: "the performance of the duties and responsibilities of the job according to the rate to be performed by the trained and competent worker."

Performance represents the net effect of an individual's efforts, starting with abilities and awareness of the role, in order to achieve and complete tasks for the individual's job (Nabila, 2019). Performance consists of several dimensions. For managers, it means productivity and competitiveness, and for the worker, it means the work climate. Therefore, performance is a cognitive issue that varies from one individual to another and from one category to another (Nabila, 2019).

It is the outcome of the behavior of both employees and the organization. It is the final product of all activities at the level of both parties and is usually determined by the extent to which the specific objectives with their quantitative and qualitative dimensions are achieved in a specific period of time.

As for the procedural definition: "Performance is a purposeful job behavior that shows the effort that the worker makes to accomplish the tasks of his job according to his ability and capacity. This effort reflects the extent of his loyalty to the organization in which he works."

## 2. Literature Review

Study of Muhammad Ali Muhammad (1985) Integration and stability in work among workers in industrial organization.

This study was conducted at Al-Nasr Company for Wool and Textiles in Egypt. It is a comparative study between two different organizational periods that the factory has passed through. The first period from the beginning of the establishment of the factory where it was run with private capital by a limited number of administrative employees and the relationship was workers - employers governed by regulations and internal laws issued by the state. A second period in which nationalization laws were issued and the size of the organization increased and the administration shifted towards bureaucracy, so the levels of the presidency of the authority multiplied

and the objective rules for the management of the organizations were confirmed. Through this study, the researcher wanted to learn about the phenomenon of stability at work through three procedures:

- 1- Clarify the workers' perception of the opportunities for upward career progression in the organizational hierarchy and the obstacles facing them
- 2- Knowing the extent of the employees' conviction of this kind of work and whether it represents a professional future for them and whether they strive to change it if possible.
- 3- Revealing the extent to which workers are linked to this organization and whether they prefer to move to another organization with the assumption of equal pay and some working conditions in both organizations.

The researcher linked a set of internal and external factors in his study such as professional experience, environmental assets, stability in the local community, duration of membership in the organization, age, education, wage size, membership of the internal organization and participation in cultural programs targeting the awareness of workers.

The results of the study for the first measure, which was about promotion in the factory, which seems to be carried out in subjective ways, as 71.3% of the workers stated that strengthening the bureaucracy lost them opportunities for professional advancement, and those who received promotions in the old system were the result of the management choosing people who are able to maximize profit, and about the question of whether professional experience affects this, it was confirmed that 41.5% of this group recently joined the organization, and this may be due to the direct relationship with the heads of work, and the percentage indicated that 33.3% of those with urban origins are the closest to integration into the organization and that the idea of linking wages to production negatively affects relations between workers and the work climate.

As for the age factor, the results confirm that as the worker ages, the chances of promotion are limited.

As for the second measure, the result was that 57.1% do not want to change because the difference is not large, the weak ties and relations between workers, the similarity of factors and conditions in all factories, and their dependence on the same regulations and organizational rules are not accompanied by a change in status or in wages, in addition to the difficulty of adapting and integrating with a new labor group.

As for the third measure, the percentage of those who prefer to stay in the organization reached 79.5%, and the reason is due to the unified wage system in all organizations.

- he study of Saleh bin Nawar (1995) Reasons for stability in industrial work in Algeria, which is a field study at the National Office for Milk and its Derivatives in the East, ORLAIT Constantine

This study posed the following problem: What are the reasons for stability in industrial work? A set of hypotheses have been formulated:

- The availability of appropriate and stimulating conditions of work within the industrial establishment leads to the stability of the worker in his work.
- Appropriate physical conditions within the institutions lead to the stability of the worker in his work.
- Good organization of work leads to the stability of the worker in his work.
- The more appropriate the wage, the more stable the worker will be in his work.
- Good supervision leads to the stability of the worker within the institution.
- If the worker has the opportunity to be promoted, he will settle into his job.

The nature of the topic imposed the descriptive approach to describe the existing indicators related to wages and their accessories according to the researcher. Due to the lack of homogeneity in the research community, where the studied organization includes different categories in terms of educational and professional level of administrators, technicians and simple workers, the researcher saw in the random sample the best way to collect data, so 69 workers from different categories out of 575 workers.

The results of the study were as follows:

81.13% of the respondents, aged between 20 and 25 years, stated that their ambitions and aspirations are great and the lack of conditions that encourage them to work pushes them to leave work especially if it is related to the wage element. 78.26% confirmed double the wage compared to the requirements of living, especially since 46.26% of them are married, and this does not reassure them of their professional future.

As for the promotion indicator, 66.67% of the workers stated that they did not get an opportunity to progress in the job despite their competence and seniority in the institution and they are complaining and dissatisfied with this situation. As for the physical conditions' indicator, the workers state that it is not strongly discussed and they are indifferent and the physical environment does not affect them as much as they are interested in the climate of human relations, integrity and objectivity in the distribution of tasks. The percentage of 81.15% indicates that the respondents are dissatisfied with the institution and that this behavior on the part of the administration reduces their morale and limits the degree of harmony and adaptation to the work environment.

With regard to the results of the supervision index, all employees agreed that supervision is good, which urges them and encourages them to settle in the organization.

- Study of Yazid Wahiba (2013) The effectiveness of incentive methods in the stability of human resources in the institution: a field study in the industrial complex for dairy production in the state of Tlemcen - Algeria.

The problem of the study was summarized in a main question: What is the importance of incentive systems (of different types) and what is their role in achieving job stability in the institution? She also asked another subset of questions.

To study this phenomenon as it exists in practice, the descriptive approach was used and the questionnaire tool was used to collect data from the field of study. This tool was distributed to 168 workers of different levels. However, only 94 questionnaires conforming to the conditions were retrieved, i.e. 55.95% of the total community. The data of the survey were analyzed by SPSS and the results are as follows:

Incentives, both material and moral, have a great impact on job stability and are a strong motivation for work. As for the arrangement of incentives (wages, bonuses and rewards, nomination for training courses, administrative and spatial working conditions, promotions, verbal praise, participation in decision-making) according to their importance to the employees of the institution, the data showed that the high priority in the institution for material incentives such as wages, bonuses and rewards, where the wage came in the first place in terms of importance by 63.8%, followed by the incentive of bonuses and rewards in the second place by 19.1%. It was found that moral incentives are not important to various workers, and that they have no impact on their desire to continue working, and their percentage ranged between 1.1% and 7.4%. The study came out with several recommendations, the most important of which are: the need to increase the wage to suit the economic variables and the standard of living, as well as the adoption of more objective criteria in granting incentives and commitment to equality in the classification of these criteria, in addition to the need to provide an opportunity for all workers, regardless of their different levels, to participate in decision-making according to their location in order to increase their confidence in the institution.

- The study of Rabie Matlaoui (2018) Work pressures and their relationship to the stability of the worker in the Algerian institution.

The problem of this study focused on the following main question: What is the nature of the relationship between work pressures and the stability of the worker in the Tebessa Cement Corporation (SCT)? To address the nuances of the problem, the researcher asked a set of sub-questions:

What does the regulatory pressure have to do with the protest of the worker within the Tebessa Cement Corporation (SCT)?

What is the relationship between the personal pressures that the worker is exposed to and the turnover of work at the Tebessa Cement Corporation (SCT)?

What is the relationship between environmental pressures and the withdrawal of the worker from his work at the Tebessa Cement Corporation (SCT)?

In line with the objectives of the research, the hypotheses are formulated as follows:

The main hypothesis is as follows: There is an inverse relationship between work pressures and worker stability at SCT.

The sub-hypotheses are as follows:

- Regulatory pressures lead the worker to protest within Tebessa Cement Corporation (SCT)
- Personal pressures that the worker is exposed to lead to the turnover of work at Tebessa Cement Corporation (SCT)
- Environmental pressures lead to the withdrawal of the worker from his work at Tebessa Cement Corporation (SCT)

This study is descriptive and seeks to reveal the correlations between the various variables of the study by adopting the method of comprehensive survey of a total community of 310 workers to which a questionnaire was distributed, and after sorting it, we obtained 265 questionnaires valid for analysis only.

After analysis and conclusion, the data revealed that the most important sources of work pressures are pressures of a material source, represented in the pressure of insufficient pay, which is the most important reason for workers to leave work, followed by the pressure of physical conditions experienced by the category of control and implementation agents. The pressure of poor social conditions, specifically family troubles, also occupies an advanced degree in this category and is considered one of the motives for instability, followed by the pressure of poor relations with supervisors. Execution agents suffer from these pressures in particular. Role workload pressure plays the top effect among the cadre category contrary to the pressure of role ambiguity and the pressure of bad relations with the workgroup. The latter occupies the last ranks.

As for the indicator of instability and the methods used by workers in response to the set of these pressures have been counted, the most important of which are: frequent complaints, procrastination and indifference in the completion of tasks, requests for transfer, malingering, absenteeism, strike and resignation as the least used indicators as a means of pressure to leave the organization.

40% of the respondents expressed their instability in the organization and preferred to leave it when it gets the best opportunity, and this is incompatible with the group with seniority in it, as they enjoy commitment and connection to the workplace.

The answer to the hypotheses was as follows:

- Organizational pressures represented in the poor relationship with the management and supervisor and poor physical conditions push workers to protest within this organization.
- Personal pressures represented by the ambiguity of the role and its burdens and the poor relationship with colleagues to which the worker is exposed lead to the rotation of work within this organization.
- Environmental pressures, represented by poor social and economic conditions, lead to the withdrawal of the worker from his work in this organization.

The research concluded that there is an inverse relationship between work pressures and the stability of the worker in this organization. The higher the intensity of work pressures, the less stable the worker, and vice versa.

### Commenting on Previous Studies

These studies dealt with various aspects related to the variable of job stability and job performance, but unfortunately, it was not possible to obtain a study that combines the two variables together. The study of Muhammad Ali dealt with some indicators such as professional experience, environmental assets, stability in the local community, the duration of membership in the organization, age, education, wage size and its impact on stability at work, the study of Saleh bin Nawar on the reasons for job stability in organizations, the study of Wahiba Yazid on the effectiveness of motivation methods in the stability of human resources, and the latest study of Mutlawi that discussed work pressures and their relationship to the stability of the worker.

This research focused on linking the stability variable as a variable that affects and is affected by a set of indicators that implicitly affect the performance variable because the incentives and work pressures in their entirety are motivators for good performance.

Most of these field studies used the descriptive approach as an approach to discover the truth of the phenomenon because it corresponds to the topics addressed. Appropriate data collection tools were also used in such studies, which are determined by this approach, such as observation, interviews of all kinds, questionnaires, documents and records, in addition to statistical tests.

The current study is similar to the study of Muhammad Ali in some factors that work to stabilize the work, such as career advancement opportunities, professional experience, the duration of membership in the organization, but it differs in that it is a comparative study between two different organizational periods that the factory went through the field of study, while our study focuses on a specific period in the private sector because of the special advantages of this sector, including the search for competencies but at the lowest possible cost.

It is noted that these studies agreed on a set of indicators, the most important of which are promotion, good environmental conditions, good supervision, appropriate remuneration, and another set of indicators to measure the extent to which the worker feels satisfied and pleased in his workplace, and thus his sense of job security, which pushes him to settle in his job and stay in his institution and not to think about changing it. These studies also showed that the manner in which workers express rejection and dissatisfaction with working conditions is usually translated into indiscipline, indifference, absenteeism, sickness, and protests. Finally, it concluded that stability at work is an incentive to raise job performance and enhance commitment and loyalty to the workplace.

### 3. Theoretical Background on the Study Variables

#### Job Stability

- 1- **Determinants of Job Stability** It is a set of factors that negatively or positively affect the employee's satisfaction with his work and stability in it, and Vroom determined it by the following six factors: supervision, workgroup, work content, wage received by the worker, promotion opportunities, working hours (Samadi & Rawashdeh, 2009).

It is the set of gratifications obtained by the worker from different sources related to the job he occupies in the organization. Therefore, to the extent that this job represents a source of satisfaction for him, his satisfaction with this job increases and his association with it increases. These gratifications interact with each other to form a case of emotional and intellectual integration at the worker's level that makes him feel that he belongs to the company. Therefore, he assumes the responsibility and pledges to work for its success. This is what is known as company happiness (Shafeek Saleh, 2023).

- 2- **Manifestations of Stability at Work**

The stability of the worker in his field of work is a key requirement to activate the performance of workers, which in turn works to raise the productivity of the organization and increase its profits, as organizations cannot achieve success and ensure high productivity without paying attention to its human resources. In order to preserve these resources from the phenomenon of job dropout, they must achieve a high level of satisfaction with the work environment. The most important indicators of job satisfaction that contribute to stability in the organization can be identified. The following are the most important ones:

1. **Cohesion of the working group** The organization is described as groups that interact with each other and each group has its own goals and activities linked by rules and regulations.
2. Some classify these groups into three groups: the group of colleagues, the group of presidents and the group of management. Champoux (2011) believes that the official group is either a functional group within the company or a task group. The functional group is a group of people that had been formed through the design of the company (Smati & Brakhlia, 2021).

These groups work together to achieve cooperation and consistency between all these parties to reach the effectiveness of the organization and maintain its stability, relying on the distribution of roles, coordination and integration through efficient interaction and opening channels of communication to maintain their cohesion and continue to achieve their common goals, because the success of the group in reaching the goals set for them increases the members' self-confidence and pushes them to exert more effort and to increase the degree of loyalty and belonging to the group, thus achieving a high degree of job satisfaction, which leads the work group to adhere to the work environment that contains this group.

#### 2.2 Sense of job security:

A sense of security is one of the important elements that lead to the safety of the psychological health of the individual because this sense makes him feel important and belonging to his environment, and shows the importance of the need for safety after satisfying the physiological needs. The individual worker's sense of reassurance about his professional future, his health, his family, and securing a decent life for them is an obsession that haunts him throughout his life. Studies have shown that the latter remains surrounded by a sense of fear of the future and anxiety about his job until he meets the need for job security and feels psychological comfort because stability in the job guarantees him various types of social insurance such as: disability insurance, work accidents, occupational diseases, old age, unemployment and death. When he achieves this requirement, it is reflected positively on his performance, because a sense of security is a condition of mental health. If the security of the individual is the basis of his psychological equilibrium, then the security of the group is the basis of social reform (Sarayrah, 2009). Feeling safe is one of the needs that contribute to the safety of human behavior and contribute to raising the morale of individuals and lead to improved performance and increased productivity and quality. This applies to the employment policy of Japanese organizations, where we find the Japanese worker starts his life in one organization and leaves it only at the age of retirement which is 55. Usually, this makes him feel loyal and belonging to the organization in which he works and dedicates himself to making the utmost effort with all credibility to achieve the goals of the organization, achieve his desires and satisfy his needs.

## 2. 3 Labor Participation in Decision-Making

The modern trend in management aims to involve workers in setting and defining the objectives of the group, drawing up plans and implementing them, while allowing each individual to express his opinion, participate effectively and cooperate in organizational activities. Various studies and research indicate that the lack of labor participation leads to the presence of labor alienation in addition to leading to organizational conflict and various labor problems, which constitutes a state of instability in the organization. Black and P-Ackers & J-Black pointed out that the American industry has been isolated from global competition for a long time and since the 1980s began to pay attention to improving the quality of life of workers by strengthening the process of workers' participation in decision-making, which led to high productivity and solving many labor problems (Lotfy, 2008). In order to achieve these goals, workers and frameworks must be included in the preparation of plans through continuous and effective dialogue and direct contact with all actors in the organization. The organization must consider the worker as a partner, collaborator, and effective member who has the right to express his opinion on the progress of the production process so that he does not feel that he is just a moving machine on the part of the administration, because this enhances his affiliation and loyalty to this organization and strengthens the bonds of solidarity and cooperation between work groups.

### 1. Human Resources Planning and Development

It is a regular process that links between the capacities of the individual and his ambitions on one hand, and the opportunities to realize them on the other hand (Hekmat El-Hariri, 2024, p. 235). Human resources planning is an integrated management process and is not part of the recruitment function because it is related to analyzing the organization's human resources needs under changing circumstances and developing the necessary activities to meet these needs. Workforce planning contributes to the development and rationalization of policies and programs for recruitment, selection, appointment, career planning and development, training, transfer and promotion at the organization level. Through the optimal use of human resources, the organization ensures a high degree of job satisfaction and stability of employment in the organization. The organization must plan human resources and create an organizational climate in which harmonious relations prevail to completely eliminate the conflict and differences that arise between workers as a result of competition and incompatibility of role, especially if there is a disparity in qualifications and competencies among workers, it is necessary to determine the tasks, each according to his qualifications, competencies and experience in the field to which he belongs so that he can achieve sufficient control over the role handed over to him by the administration and thus perform his tasks in the best way and with great effectiveness unlike the worker who is placed in a position that is not commensurate with his qualifications and capabilities, does not achieve the required level of productivity, but exposes the organization to many problems and becomes subject to management threats of termination or transfer. On the other hand, he is exposed to a state of internal psychological conflict due to lack of self-confidence, which leads to instability at work.

## 3. Manifestations of Instability at Work

The manifestations of instability in the organizations are many and multiple, reflected in the workers' sense of dissatisfaction, which they express with their discontent, refusal to work and resistance to regulatory laws in several ways. Indicators of instability include the following:

3.1 Absenteeism: At the beginning, a distinction must be made between being absent and absenteeism, where the first means that the worker is interrupted from work for a reason outside his will, while the second means that the worker is not present to work at his will. Naji defines absenteeism as "the phenomenon posed by the absence of a worker from the workplace at a time when he is assumed to be naturally present to perform the tasks assigned to him" (Safir, 1989, p.151). Absenteeism is a disorderly phenomenon and is a type of resistance to which workers resort to escape from the pressures of work and the tense atmosphere in the organization, which is an expression of rejection of working conditions. The absence of workers affects production schedules, as the institution bears high costs due to this unexpected behavior on the part of workers, as the cost of the absence of one worker in an automobile factory is estimated at about \$55.36 per day, and the cost of the absence of a manager in a bank is about \$21,815 per day (Hanafi et al., 2002). The causes of absenteeism are numerous. They may be within the organization as the bad relationship between the employee and the workgroup or the management, or the injustice in the work relations, or may arise out of the organization such as the lack of transportation due to the remoteness of the residence from the workplace or the health and familial situation of the employee.



3.2 Complaints and Grievances : The status of complaints and grievances in the organizations appears among workers on several occasions, and some of them are due to a reaction to an injustice that occurred to the worker, and others appear as a result of a psychological disorder in which the worker aims to defend himself as a result of unfavorable working conditions, such as bad relations between the workgroup and the person directly responsible for it.

Complaints are a type of resistance to which the worker resorts as an expression of his dissatisfaction with the work environment. Complaints and grievances are considered a means by which the worker draws the attention of the administration to his circumstances, trying to solve problems before they worsen and turn into crises. If the situation is complicated, this prompts him to search for another institution that provides him with psychological comfort and justice in good relations between co-workers and the administration.

3.3 Strike and protest: Strike is a type of organizational conflict, which is a violation of customs and norms and a break with the regime. It is an indicator of the workers' full awareness of working conditions and a manifestation of dissatisfaction that workers resort to when peaceful settlements of disputes with the administration are difficult for them. The strike is preceded by a public protest movement and its success depends on the cohesion of the labor group. The more highly skilled and experienced the workers are, the greater the bargaining will be and the struggle will be constructive.

The strike is one of the most unstable manifestations of organizations, and its causes may be due to poor organizational conditions or prolonged exposure to psychological persecution that led to the rise of the work group to improve their conditions at all levels and reach a higher degree of satisfaction in their workplace.

3.4 Voluntary leaving work: It is considered one of the withdrawal behaviors resulting from the pressures of work (Hanafi et. al., 2002), which is an indicator of the instability of the workforce and arises when the morale of workers decreases due to their dissatisfaction with work and when there is a better work environment than the current environment of the worker attracts him because it gives an integrated organizational structure with high-quality capabilities that allow him to rest and safety in the job without being subjected to any kind of pressure during the exercise of his work. In this case, the organization is required to develop an effective strategy to retain the workforce through the risk analysis process, by classifying and identifying categories of workers. There is a category of workers who do not feel the ties of familiarity and loyalty to the workplace because they have the skill and ability to search for other better opportunities.

In this regard, it is possible to refer to competition between organizations with the same activity. These organizations must make efforts to improve their human resources planning in order to preserve them from leaving and withdrawal due to the work climate that does not encourage stability in the same organization.

Research conducted on workers at an American aircraft factory has found that the reasons that can be considered an example of voluntary abandonment are 50% related to work and its conditions, and the other half related to personal reasons. As for the occupational reasons after analyzing them, they were arranged according to their frequency as follows: the worker's dissatisfaction with his position in his work, the desire for another job, dissatisfaction with work in general, low wages, difficulty of work, unsuccessful supervision, and poor physical working conditions.

As for personal reasons, they are according to their importance: health reasons, childcare, reasons related to transportation and the consequences of home (Moussa, 2009). Therefore, such studies may entail a reconsideration of the policies developed and the methods used in relation to the conduct of work.

3.5 Technological change: Technological change is among the major stakes that organizations face, especially in light of the changes that the world is experiencing as a result of globalization. Therefore, organizations are forced to constantly change their technical patterns to adapt to the external environment and to ensure for themselves the conditions for survival and continuity. On the other hand, technology has a significant impact on job stability through the relationship between the human element and the machines and equipment used in the production process. We find that a worker who has not provided an effort to gain a certain professional skill is surprised by the introduction of a new technology parallel to the acquired skill, which becomes useless. In many cases, the worker finds himself exposed to dispensing with his services or forced to gain another new skill or type of work that he does not know whether he is prepared or not to do (Moussa, 2009), so, this worker becomes vulnerable to psychological pressure that provokes him, threatens his sense of his value and competence, and reduces his sense of security and stability in his work.

In this case, the management is required to attach the change in work techniques to a periodic formation to integrate workers within this technological mobility to keep them from abandonment and achieve the targeted and desired results of this organizational development.

#### 4. The Importance of Job Stability

- Achieving professional stability is one of the distinctive stages of professional development and a factor of great importance in achieving social security in its moral and material aspects, because it satisfies the desires and requirements of workers and helps them in the long term in good planning for their future and achieving the goals set quickly and distinctively.
- Stability at work makes the worker imbued with the culture of the organization, imprinted with the nature of the workgroup, and in control of the work mechanisms, unlike the highly mobile worker. He is always looking for adaptation and compatibility with the new behaviors of the work group and with the different methods of work. These unknown factors become a source of concern for him, fear of the unknown, and a way to discourage morale. All these variables lead to confusion of organizational relations within the work environment and fluctuation in the level of performance, which leads the worker to think about leaving the organization and leaving work.
- The stability of the employees and the sense of belonging to the organization is doubly important, as it enables it to achieve its goals that it seeks to achieve, helps it to retain trained and experienced manpower, and relieves it of the costs of replacement and the hardship of searching for alternative competencies that withdrew and left their jobs vacant after costing the organization large sums of money throughout the recruitment training and habilitating process.
- **The High Level of Activity and Ambition of Workers** is one of the most important things that stability at work offers to individuals because it helps to create an atmosphere of positive competition away from aggression and hostility, and it also raises morale and provides them with motivation to achieve and innovate, so they accept to work without feeling lazy, stressed or bored.
- Low work turnover in the organization helps to **work steadily and safely**, builds a network of relationships within the work environment, improves the relationship between the boss and the subordinate, and enables senior leadership to control the work so that it reflects positively on everyone and the performance of the organization without feeling pressure or tension.

#### Functionality

1. **Functional Performance Systems** Performance occurs as a result of the combination of three organizational systems associated with the type of performance to be evaluated. These systems are:
  1. **Job or Role Systems** These systems use procedures to link the capabilities and eligibility of the members of the organization with the technology available in it to convert the inputs related to each performance task into valuable outputs.
  2. **Performance Environment Systems** These systems are concerned with satisfying the social needs of members and employ the processes of social interaction between individuals to redistribute status, power and influence in accordance with the will of senior management in the organization.
  3. **Performance-Based Individual Systems** These include the factors of ability and desire of the individual in the performance situation, which at a certain moment carry special meanings for him, so performance occurs in a special way as well, which explains the difference in performance in the same situation if the performers differ (Ismat Salim, 2011).
2. **Manifestations of Job Performance**

There is a set of indicators that measure and evaluate the effectiveness of job performance, the most important of which are:

- A. **The Worker's Satisfaction with Work** Satisfaction is a behavior that accompanies the individual when he reaches the age until it is followed by a state of satisfying his needs and achieving his requirements and desires at all material and psychological levels. Satisfaction with work results from the evaluation of the individual worker of his job and the extent of his acceptance of the set of factors surrounding the work environment, where if the individual was satisfied with his work, his performance was better. The worker's satisfaction can be considered part of work happiness. It is divided into job satisfaction, life satisfaction, the quality of job life and its impact on emotions (Al-Meddou, 2020).
- B. **Workgroup Satisfaction** The cohesion of the work group and the cohesion of its members causes the achievement of common goals. There is a need for uniting talents, or knowledge, or power for the achievement of the completion of the job

(Muhammad Khidr, 2022). Good human and social relations within the work environment are among the factors that work to raise morale and, thus, raise the level of job performance in the organization.

- C. **Input-Output Rate** Outputs represent the production that is achieved by practicing certain tasks with the availability of the elements of efficiency and effectiveness in the use of inputs represented in resources and production elements. The levels of inputs and outputs have great importance in productivity rates, which in turn have a direct relationship with the performance of the actors in this organizational process.
- D. **Absenteeism** The increase in the rate of absenteeism from the normal state is an indicator of negative performance, noting that the common rate of absenteeism in organizations ranges between 3% and 6% as normal, but if the rate exceeds 6%, it is considered one of the negative indicators of poor performance.
- E. **Mobility and Resignation** The high rate of movement between the departments and interests of the organization or resignation is usually the result of organizational, physical or psychological conditions affecting the worker that create a kind of instability that is directly reflected in his level of job performance.

### 3. Elements of Job Performance

The researchers differed in determining the elements of job performance, but most of the opinions were summarized in the following set of basic components:

- 1. **Employee** It means all the capabilities, competencies, behaviors and values that the employee has that allow him to carry out activities effectively.
- 2. **The Requirements of the Job** It is an inventory of the set of activities and tasks on the basis of which compatibility and proportionality are determined with the specifications of the individual who performs this job. It is an organizational process that is considered the last stage of work or job analysis, and one of its definitions is that it is a blueprint for the tasks required to successfully complete the job (Hamoud Al-Enazi, 2022).
- 3. **Work Environment** includes the internal and external factors surrounding the work because they are the sources of all alerts and have a direct impact on the employee's performance.
- 4. **The Amount of Work Done** It can be quantitative or qualitative, and this amount is evidence of the course of performance. Production, whether intellectual or physical, is measured by the results achieved at a certain time.
- 5. **Factors Affecting Job Performance**

Many researchers classified the factors that affect job performance, productivity and quality of service into organizational and subjective factors, and most of them stressed that the process of evaluating the performance of workers is one of the most influential factors on the productivity of workers, because it makes individuals in the organization feel that they are the subject of constant and continuous attention by their superiors, which makes them spare no effort to carry out their tasks, believing that it is the objective means of obtaining incentives such as material benefits and raising the rank in all fairness and transparency. Therefore, management has to make an actual distinction between employees; there is a hardworking employee with high performance, another who is hardworking but whose performance is low, a lazy employee, and an unproductive employee. This difference in performance levels requires distinguishing between these categories in order to achieve the element of job satisfaction, which is one of the most important factors affecting performance rates. The lower the level of satisfaction with work, the weaker the performance of workers and the lower productivity because it is linked to the internal and external conditions of workers, and it is affected by many organizational and personal factors of the worker such as social conditions, demographic factors and organizational factors.

As for Ismat Al-Qarala, he identified the set of factors affecting performance in a more focused form, which was as follows:

- 1. Expectations: Do workers know what is expected of them? Are performance goals clearly defined and communicated to all?
- 2. Motivations: Are there any pleasant and attractive motivations among employees that encourage and support achieving the desired performance? Are there obstacles with motives that hinder achieving the desired performance?
- 3. Sources: Do workers have the tools and resources they need to perform?
- 4. Skills and knowledge: Do workers know how to implement all elements of their work?
- 5. Feedback: Are performance results communicated to employees?
- 6. Capacities: Do workers have intellectual, physical and psychological abilities?

7. Work design: Are there obstacles to performance? Is there an overlap between the different works? Are the work procedures and workflow logical? (Al-Qarala, 2011).

This classification is consistent with the classification that divided the factors affecting performance into organizational and subjective elements.

#### 6. Determinants of Job Performance

We know that job performance is a pattern of purposeful performance behavior whose organizational image is not complete. There are multiple terms and titles used to express the concept of performance such as productivity and efficiency in performance or completion of tasks. Performance is also described as the output achieved by the employee when carrying out any work (Muhammad Al-Azab, 2023) and the picture of this output is not complete until the following three elements are met:

- A. Individual motivation: Each individual must have a motivation to work, and this motivation may be strong or less strong.
- B. Work environment: There must be an appropriate climate prepared for work at all levels of the organization and in all its departments so that saturation occurs among working individuals.
- C. Ability to perform work: The working individual must have sufficient capacity to perform his tasks and bear the burden of the role assigned to him.

#### 7. Performance Appraisal Process

Sizilashi defines performance appraisal as “the process by which an organization obtains feedback on the effectiveness of its employees” (Abdelfattah, 2011, p.193). The process of evaluating performance is one of the most important activities of human resources management, as this process revolves around the most important element of achieving productive efficiency, which is the human element. This process consists in analyzing, measuring and evaluating their suitability and efficiency in carrying out the tasks assigned to them and their ability to hold higher-level positions and roles, because it is the process through which individuals can identify their capabilities and succeed in their work. Therefore, this is an incentive for them to develop careers and improve the level of skill in performance. At the same time, this process helps to determine the objectives of the organization, as subordinates evaluate their subordinates based on their excellence in achieving the objectives of the organization by identifying a set of indicators that allow measuring the degree of discipline, positivity and effectiveness of the behavior of working individuals in order to provide an objective and fair basis for many activities and organizational elements related to the workforce in the organization in terms of promotion, transfer, remuneration and incentive systems that are in line with the requirements and needs of this category.

The assessment areas can be identified into three main areas:

1. Elements that measure technical performance such as: the size and quality of production, the degree of speed and accuracy.
2. Elements that measure behavior such as: initiative, cooperation, enthusiasm, commitment, innovation and skills of dealing with bosses, customers and with the work group.
3. Elements that work on the future expectation of performance efficiency are experience and professional readiness to update.

### Field Side of the Study

1. **Scope of the Study** To answer the questions of the study and verify the hypotheses that have been formulated and to clarify the relationship of job stability to the performance of workers in the economic institution, the scope of the study should have characteristics and advantages that apply with the nature of this subject. Due to the sensitivity of the phenomenon of job stability in the private sector, we found it very difficult to find the appropriate spatial area for the application of empirical study. After intensive research, the management of the Sarmook Company for Oriental Drinks in the wilaya of Setif allowed us to do field research in this company.

The methodological necessity and the nature of the research problem necessitated the use of the descriptive approach. We adopted the questionnaire as a basic tool for data collection after applying all scientific foundations to it. It was presented to a group of expert professors from several Algerian universities in the specialization in order to judge it and measure its apparent validity. After that, this questionnaire was distributed to a random sample from the research community. After a period of two weeks, the test was repeated again. After applying the Spearman equation to measure the direct correlation between the ratios of the two samples, the result was positive, above 0.5 (0.583), which confirms the correlation between the two experimental samples. This confirms the subjective validity of the questionnaire. As for data analysis, the SPSS statistical package was used.

The field study was carried out in April 2014, after repeated exploratory tours in order to conduct the technique of observation, interview and objective diagnosis of the phenomenon to collect the largest amount of information and data, especially since the phenomenon under study requires direct observation to determine the relationship between its variables.

As for the human field, the total number of active groups in this organization according to the Human Resources Department reached 265 workers from different categories and levels. In order to determine the characteristics of the research community, the social, demographic and economic background of its vocabulary was identified, on the basis of which the general features of the dimensions of the study will be made known, which were determined in: gender, age, family status, educational level, work according to specialization, duration of work in the institution, seniority in the occupied position, adequacy of pay and satisfaction at work.

## 2. Characteristics of the Research Community and the Method of Selecting the Sample

Since the institution operates in the cohort system and because of the heterogeneity of the study community, it was difficult to apply the comprehensive survey method. Therefore, the random stratified sample was used, whose steps are summarized in selecting and counting the total community and dividing it into layers, then determining the percentage of each layer according to the number of its members, and then the random selection process of the respondents from each layer. In this organization we took a survey percentage that is 20% from the two obtained layers as seen in the chart:

**Table 1 shows how to extract the study sample**

Occupational category	Number	Sample Percentage 20%	Number of sample members
Administration workers	25	05	05
Production workers	240	48	48
<b>Total</b>	<b>265</b>	<b>53</b>	<b>53</b>

**Note: Prepared by the researcher herself by using SPSS**

According to this survey, the sample number was 53 individuals who will represent the total community, including 45 males and 08 females between the ages of 25 and 55 years, of whom 35 are married, which shows that their social situation is stable and this makes them seek stability at work.

In the context of determining the educational level of the study sample, as one of the factors conducive to stability at work, we recorded 5 university-level individuals, which are among the category of management employees. As for production workers, their educational level varied as follows: primary level 04 individuals, intermediate level 14, secondary level 25 and university level 05 individuals.

These quantitative data confirm that the educational level is not an obstacle to achieving the requirements of the production process in the institution because it is the policy of the institution to stipulate in its employees a non-high level so as not to find difficulty in determining their remuneration. In return, their tasks do not require a high academic qualification, because the work is predominantly routine and easy to apply. Therefore, the number of leading employees is limited according to the requirements of each department. Work does not require intellectual effort as much as it requires experience, seniority and dynamism before the educational level.

## 3. Presentation and Analysis of Data

### Analysis and Interpretation Data for the Supervision Process Index

Regarding the promotion index and the reasons for obtaining it, the results showed that 50.94% of workers received a promotion during their career path in the institution, and the career gradation affected all professional levels. This is a positive indicator of the availability of the organizational justice element in this organization. Thus, this is reflected in the level of satisfaction and discipline among employees, as it discourages them from thinking about leaving the organization as long as they are of interest to officials. Among the reasons for obtaining the promotion was professional competence, which scored 48.14%, and seniority 40.74%, which is the best requirement to obtain the promotion. The rest, 11.11%, varied their answers about the reasons for the promotion, including that the promotion has other outlets represented in kinship and favoritism, but it was the opinion of a small group of workers.

These data confirm that the organization seeks profitability as long as it promotes the principle of efficiency in achievement and high level of performance, which raises the determination of employees and strengthens their spirit of loyalty to their organization and makes them stick to it.

In a question about the extent to which employees are aware of the career path in their organization and the laws governing the promotion system, 39 out of 53 workers answered that the career path is not clear-cut and that they are not aware of the laws and rules that the administration invokes while holding officials responsible as a result of this organizational imbalance. This situation makes workers unaware of the rules that control their career path. They are unaware of the time the organization begins to evaluate the volume of performance of the employees and when it is appropriate to do so, and if there is a state of competition among workers for a promotion.

A non-simple group of workers confirmed that the subjective application of the promotion has a significant impact on the satisfaction of workers, and this group amounted to 96.79% compared to 13.20% who stated that such practices are considered the policy of the institution, and as long as the administration pays wages on time, this does not affect them.

After analyzing these data and approaching the first hypothesis, the validity of this hypothesis is confirmed, because career progression is linked to the worker's sense of satisfaction and satisfaction in his work, and promotion is one of the privileges that play an important role in achieving job satisfaction. The more vital and objective the opportunities for career progression, the more confident workers will be in their institution because they are aware that their efforts are valued and rewarded.

### **Analyzing and Interpreting Data on the Indicator of the Supervision Process in the Organization**

It is no secret that it is a process that constitutes a factor of pressure on workers because of its wide impact on their stability in the institution. To control the reality of this process, we included the three most expressive categories of dealing between heads of work and workers in this institution. The answers of the respondents were as follows:

41.50% confirmed that the pattern of supervision is dominated by the authoritarian nature of the transaction, which is difficult and does not encourage work, and another category of 32.07% described it as a flexible pattern, most of them are managers, while the rest, 26.41%, find that the supervision followed in the institution encourages dialogue and accepts the opinions of workers, and this category is the category of old workers with experience and efficiency. They are in a position to express their views because they are imbued with the culture and policy of the institution and are characterized by experience and statesmanship that contribute to the activation of the production process.

### **Analyzing and interpreting data on the nature of social services provided in the institution**

Social services are one of the types of incentives that raise morale and encourage work and are, therefore, an effective factor in activating job performance. Therefore, the organizations seek to provide various forms of social services for workers to satisfy their requirements and help them adapt to the work environment and improve their relations with their colleagues and management.

According to the empirical data, this institution provides a range of services such as transportation service, health insurance service, and an amount of money added to the wage for food compensation. There is also a place equipped with heating and cooling equipment dedicated to resting during lunch, but the respondents regret the lack of recreational services and organized trips for workers' families.

To know the quality of these services provided quantitatively, the results showed that 54.17% of the workers find that the quality of these services is good and only a few see them as good, which is 3.77%. As for the rest of the employees, 41.50% believe that these services are bad and do not meet the required level compared to the size of the institution in the market and are not in line with the value of the profits it earns in the year, and that the institution is forced to provide these services in line with what the competition requires to ensure the survival and continuity of its employees.

### **Analyzing and Interpreting Data on the Physical Conditions Index**

By which we mean all that is included in the work environment of the availability of means of industrial security and controlled natural conditions because these conditions are sufficient to maintain the security and safety of workers psychologically and physically and send a sense of reassurance for their morale and health.

From the quantitative data on the question of the extent of the use of preventive means in the institution, the figures showed that workers use protective means during work by 67.62%, and this is in line with the requirements of the production process, and this is consistent with what we saw while we were in the institution, and here we specify production and laboratory workers. These latter wear masks, gloves, plastic boots, and special aprons. On the other hand, 32.07% attributed their failure to wear protective means to the

failure of the institution to provide the necessary means commensurate with its tasks, and a small group of them, 6 out of 17, attributed that failure to themselves personally, that is they refuse to abide by the rules.

In a question about the extent of boredom of the worker during the exercise of his work, the results were as follows:

62.26% declared that they are actually bored while working due to the poor physical conditions surrounding them, while 37.73% of workers said that they are not bored.

The workers attributed the state of boredom to several reasons. The noise came first and the intensity of the cold came second, followed by poor lighting, and in the last case, lack of ventilation. Field observations confirm the validity of these conditions within the factory and this is due to the requirements of preserving raw materials and the final product of the production process. As is known, foodstuffs need a temperature and a preservation environment with controlled standards. As for noise, it comes from machines and fans that work on ventilation inside storage sections. All these conditions are not conducive to the health of the worker.

#### Analysis and Interpretation of Business Turnover Index Data

The latter is known as the situation resulting from the worker leaving the organization and being replaced by another employee. This concept is also used to refer to the movement of workers and their professional movements inside and outside the organization.

From our question, we wanted to understand the impact of this indicator on the stability of workers, because the reasons that lead to leaving work are many, but we tried to limit them to promotion, supervision process, physical conditions and the quality of social services provided in the institution. These factors that we have listed are all worthy of the temptation of individuals to choose between the available job offers.

**Table 3 shows the extent of the worker's satisfaction with his work**

Occupational category	Administration workers		Production workers		Total
Answer	C	%	C	%	
Yeah	02	40	35	72.91	37 69.81%
No	03	60	15	27.08	16 30.18%
Total	05	100	48	100	53 100

**Note: Prepared by the researcher herself by using SPSS**

From the table, it is clear that 69.81% of the respondents work according to their qualifications and specialization and 30.18% did not succeed in this, most of them are management workers. This confirms that work in the institution does not need special qualifications, especially in the production wing because understanding the work process does not require high academic qualifications. The category whose academic qualification does not correspond to the occupied position is the one with university education. They are forced to work in the institution due to the lack of job opportunities provided in the labor market, and this makes them dissatisfied with this professional situation.

In a question about the extent of the worker's satisfaction with his work, we were able to obtain this quantitative evidence. Of the 53 respondents, 32 respondents stated that they were satisfied with their work in this institution with 60.41% of production workers and 60% of management workers. The rest were dissatisfied for a number of reasons, the most important of which were: 66.66% stated that the wage was insufficient, 23.80% because they did not benefit from the promotion, and 9.52% were dissatisfied because they could not adapt to the work environment. According to these results, a large group of workers feel satisfied with working in this institution, and this is an indicator of satisfaction and reassurance, which enhances their stability in working in this institution.

The institution periodically changes work positions due to a shortage of human resources, and in order to fill this shortage, it shifts the positions of workers or increases the tasks for one worker. This procedure is carried out by the administration whenever the need arises without resorting to employment again. This was confirmed by 60% of the respondents who stated that they are exposed to a change in the places and tasks of work when necessary, especially during peak periods, and these periods are often in the summer due

to the increasing demand for drinks and juices. Yet, as regards the employees' request to change their workplace, the majority of 81.13% that they don't wish to request a change of their work place. This is due to the severity of working rules.

As for the few groups that submitted this request, the reasons varied and most of them were due to organizational reasons, especially because of the lack of agreement with the manager, which represents 70% of the requests. Such requests confirm the worker's dissatisfaction and have a direct impact on his performance, so management should consider requesting a change of workplace, especially if the reason for the change request is valid.

#### Analysis and Interpretation of Data on the Labor Absenteeism Index

Absenteeism is an organizational disease phenomenon with psychological and social dimensions that has a clear impact on morale, and in many cases, it can be considered a reaction to stress and difficult conditions in the work environment.

We inquired about this disorderly phenomenon, if it exists in the institution, and about 66.03% of workers replied that the strict policy of the institution that adopts deduction from the salary and direct layoffs of workers prevents them from resorting to such practices, and that being absent occurs for convincing reasons. The disease comes first, followed by family reasons in second place, and organizational reasons remain among the factors that have an effective impact on the absenteeism of workers.

**Table 4 Self-discipline of workers**

Occupational category	Administration workers		Production workers		Total
Answer	C	%	C	%	
Yeah	05	100	48	100	53 100
No	0	0	0	0	0 0%
Total	05	100	48	100	53 100

Note: Prepared by the researcher herself by using SPSS

#### Analysis and Interpretation of Findings for the Discipline Index

Self-discipline refers to the extent to which workers control their own behaviors and respect the value of work. It is an indicator of the effectiveness of performance and job commitment and a measure of the effective completion of work. We monitored this indicator in the institution and found full commitment and discipline among all categories of workers by 100%, and this is due to the strength of religious scruples and the duty to work to the satisfaction of Allah so that Allah bless them in what they receive as a wage.

Table 5 shows the relationship between the pattern of supervision and the completion of the tasks assigned to the worker

Supervision Mode	Flexible	Encourage dialogue	Difficult	Total
Completion of work				
Yeah	17 100	14 100	20 90.90%	51 96.21%
No	0	0	02 09.09%	02 03.77%
Total	17 100	14 100	22 100	53 100

Note: Prepared by the researcher herself by using SPSS

In another question to explore the relationship between the type of supervision and the completion of work on time, the answer was that the majority, that is, 96.21%, accomplished it on time, despite the difference in the pattern of supervision, and only a few groups have difficulty in completing their specific tasks due to anxiety and stress from the pressures exerted on them by the main official, which directly affect their concentration during work.

We also wanted to know whether the institution applies a system for evaluating performance in order to enhance strengths and address weaknesses in the performance of workers while estimating the level of achievement provided during certain periods. It was



clear from the answers that the overwhelming majority of the respondents denied the existence of a system for evaluating the performance of workers, as 90.50% of the respondents stated that immediately after employing the worker, he receives a training period with the supervisor responsible for him, and then the relationship between them remains within the limits of the work process without any objective system for evaluation. Rather, the subjectivity prevails in the way of dealing with users, as it evaluates the worker's behaviors and the extent of his compliance with the rules and laws in force, and what is documented in his file is only the warnings that he was exposed to as a measure of his evaluation and is punished when it reaches a certain limit and may be dismissed directly.

When we wanted to know the worker's vision for his future career in this institution, the data indicated that the future is ambiguous and unknown, and this was confirmed by 71.69% of the total respondents. This is due to the lack of security and reassurance, especially with the system of working under a renewable fixed-term contract. Because the employer has the right to terminate the work relationship as soon as the agreed period is fulfilled, we find the worker under constant pressure and constant fear of losing his job, and this wastes the individual's sense of psychological and physical comfort and leads to the preoccupation of his intellectual energy with job tasks, which constitutes a weakness in performance and a decrease in the degree of sincerity and dedication to work. This is a motivation for those working with the constant idea to change the institution and look for the best and comfortable offers for professional stability in a work environment that meets the conditions of comfort and reassurance about the future career.

As for the financial aspect, we asked a question that examines the adequacy of the financial compensation paid to workers and their level of satisfaction with it.

The wage is one of the elements that raise the motivation of the worker because it is the basic material compensation that he receives for the work he is assigned. Due to the sensitivity of the question about the wage circulated in the institution, we did not include the question that examines the wage paid to the worker in order to avoid embarrassment and in anticipation of any obstacles to research by officials. Rather, we obtained information from free interviews, so we learned that the wage paid to workers is limited between 18,000DZD and 40,000DZD, and the wage paid to the majority of production workers is 22,000DZD. As for our question about the adequacy of the wage, the majority confirmed by 90.56% that the wage is not enough to meet their needs and the requirements of the month, so how do they share part of it to save?

Regarding the opinion of workers in the trade-off between work in the public sector and the private sector, 84.90% of the respondents answered that they prefer to work in the public sector because it has job security and stability and breaks the barrier of fear of the unknown professional future and they are waiting for the opportunity to move to the public sector and their work in the private sector is only a transitional period because there are no job opportunities and they work here to gain professional experience.

On the other hand, 15.09% of the respondents stated that they have no difference between the two sectors. What is important is that they got a job, which is the category of production workers with a low educational level. From the empirical information, we confirmed that most of this group who work in the evening work do other work in the morning.

Of course, most individuals prefer to work in the public sector regardless of the wage they receive, and this is because of its advantages over the private sector, especially with regard to stability and job security, unlike private institutions, which require a great effort to convince officials of the capabilities and competencies carried by individuals in addition to demanding that they do their best to improve the product in quantity and quality and hold them accountable when they make a mistake. There is no room for laziness and indifference rampant in the public sector.

## 4. Discussing the results of the study

### 4.1 Discussing the Results in Light of the Hypotheses

Based on quantitative data, it was found that the promotion process in the institution of this field of study, is carried out in a subjective and irrational manner, as confirmed by 71.69% of the respondents. They feel dissatisfaction and loss of confidence and job security. 88.64% of the research community also expressed that they are always thinking of leaving the institution when they get the opportunity, especially since the administration changes job positions whenever the production process requires that without taking into account the desire of workers, especially since the supply and demand process for the product is seasonal, and this was confirmed by 56.60%. From these results, the validity of the first hypothesis is confirmed. As for the second hypothesis, it was also achieved because each study group confirmed that there is self-discipline and that the work is completed on time despite the diversity of the supervision

process, and this is due to the strictness of management with workers. As for the third hypothesis, 62.26% of the examined group stated that the physical conditions are difficult and inappropriate for human health. The severity of the cold and the noise negatively affect the efficiency of performance. As for the means of industrial security, the institution provides them in a regular manner and obliges workers to wear them. As for the phenomenon of absenteeism, 66.03% acknowledged that it is not strongly embodied and the absence of workers is for clear reasons and excuses. Therefore, the third hypothesis was not realized.

When monitoring the relationship between the phenomenon of labor absenteeism and the quality of the social services provided in the institution, the results revealed that 66.08% of the study sample do not get absent, regardless of their classification of the quality of the services provided, although 40.90% of them find it bad and do not meet the level that satisfies their requirements. The data also confirms that the absence of workers in most of it is for family and social reasons and not for organizational ones, because the institution's policy does not guarantee this phenomenon and does not allow for indiscipline and indifference. Therefore, the fourth hypothesis is also not realized.

In the context of what was presented through the analysis of the results of the sub-hypotheses for the variable of job stability, it was confirmed that the career path of workers is unclear because of the lack of clarity of the rules and foundations governing promotion in the institution. As for the supervision process as an indicator of the stability of employment, the opinions of the respondents differed on the quality of the direct officials, but they all agreed that they are not allowed to establish social relations that enable them to be psychologically satisfied within the work environment. These regulations have entrenched the spirit of self-discipline and fear of the way of punishment when committing violation as shown by the total percentage of workers in total compliance with the laws of the institution despite the shortcomings it suffers from, especially in the level of social services provided.

#### 4. 2 Discussion of the Results in Light of the Theoretical Heritage and Previous Studies

Based on the statement that there is no zero beginning in scientific knowledge and that science is cumulative, as each research or theory is leads to the next, provided that the second is based on the conclusions of the first, and we, in our research, did not start from zero in order to determine the dimensions of the study and draw its structure. We tried to make an inventory of the theoretical heritage and previous studies of this subject to be able to benefit from it from the cognitive and methodological point of view and to value the efforts of researchers who were proactive to address the phenomenon in question. Next, we will approach the results from our current study with the results reached in the group of previous studies and theoretical heritage in order to reach the points of convergence and divergence among them and the extent of their approach to empirical reality. The following is an account of the results achieved by previous studies and the various theoretical trends that are relevant to the research topic:

The study of integration and stability in work among workers in the industrial organization of Muhammad Ali. This study is consistent with the current study in many elements on top of which is the upward career progression index. The results of this study showed that promotion is subjective, which was confirmed by 3.71% of the sample, and the promotion is not due to the experience factor, but to several other considerations. This is entirely consistent with the findings of the current study. Regarding the desire of workers to change the place of work in the organization if the opportunity to move to another organization is available, 57.1% of the respondents confirmed that they are ready to change the place of work for several reasons; the wage worker and the workload are on top of it, and this is completely consistent with our findings. The percentage of respondents who have shown the intention to leave the institution is estimated at 69.81% in the event that there is an opportunity to move to another institution that provides incentives that are superior to those provided by the current institution. There is also agreement with this study regarding the promotion index, as it has proven to be a strong factor for workers' stability and continuity in work. This applies to Maslow's Ladder of Needs Theory. The failure to satisfy the worker's own set of needs is reflected in his productivity and desire to work.

Studying the reasons for stability in industrial work in Algeria in favor of Ben Nouar, this study aimed to identify the most important factors motivating stability in work. It concluded that high wages have an effective role in workers' satisfaction and a strong incentive not to think about leaving the organization, as 78.26% of the respondents stated that they are dissatisfied and complain about poor wages. The low educational level remains an obstacle for them to move to another institution because most institutions require high professional and educational levels in employment, and 78.8% of the respondents are of a low level and want to leave the institution because of the poor wage compared to the standard of living, but because of the poor low educational level, they find themselves forced to stay in their workplace. This is completely consistent with the results we obtained for the wage worker, as 90.56% of the respondents

confirmed that the wage granted by the institution is insufficient and does not meet its requirements and they feel dissatisfaction, especially the category of high-level workers. The study also revealed that a high percentage of workers, 66.67%, had never benefited from promotion despite their professional potential and seniority at work. Most workers attribute the reason to a lack of integrity in evaluating the potential of each worker, as subjective factors such as favoritism often interfere in this process, which leads many of them to retaliate against the institution in their own way, such as complacency, indifference at work, lack of discipline and frequent absenteeism. This result is due to the total arbitrary practices by management on workers. Such a reaction did not materialize in the institution's current field of study despite the similarity of all circumstances. The phenomenon of absenteeism, indifference and indiscipline has not been established in the institution, and this is due to the nature of the private sector, which does not allow for such a reaction because of the strict management policy that is based on the logic of punishment and sanction, unlike public sector institutions in which deprivation of the spirit of responsibility and self-discipline prevails. The study also found that the physical conditions surrounding work are not a factor that affects the morale of workers, and this is in line with the results of the current study. As for the supervisory process, it plays an effective role in the responsiveness of workers towards work and the desire to accomplish tasks with confidence due to the spirit of cooperation, respect and family atmosphere between the two parties. This is an incentive to raise morale and create an atmosphere of harmony and adaptation to work, which raises the satisfaction of workers, which positively affects their stability at work. This is contrary to the results of the current study. The strict policy of the Foundation has put an end to building informal relations, which has generated an aversion to the organizational milieu and led to instability at work. This organizational climate embodies the manifestations of Taylorism. It automatically treats the worker away from what the school of human relations has called for, that is the need to take into account the human and social aspect of the worker as an emotional and emotional human being more than rational and logical. By easing the restrictions of work, the desire to complete work is generated, and thus the problem of lack of production disappears and productivity efficiency rates rise.

#### 4.3 Discussing the Results in Light of the Objectives of the Study

By approaching the results that we obtained through the empirical study with the desired goals, we were able to come up with a series of data. As for the first goal, it is clear to us that the phenomenon of job stability in the institution is only superficial because workers are forced to stay in the institution and continue to work due to the difficult economic conditions that made workers, especially those with an average educational and professional level, cling to their jobs unwillingly, but because they are forced, and this is in the midst of the lack of trade-offs and alternatives in the labor market, because the institution pays salaries that are almost weak compared to the standard of living, especially for workers who have family ties. This wage does not meet their minimum requirements, but from an organizational point of view, the institution lacks distributive justice in granting benefits and organizational demands that are an incentive to raise the morale of workers and motivate them to unite with the institution. As for the category of workers who are characterized by ambition and desire for self-realization, they find it an obstacle to realizing this requirement due to the absence of training from the institution's system. This will limit the career growth and development of this ambitious group, so, because of these regulatory conditions, workers have lost their sense of job security.

As for the second goal, which requires emphasizing the need to preserve the human resources of the institution, especially those with experience and efficiency through motivation, we know that the employee is the nerve of the production process, but what we have shown through the field results is that the institution deals with this efficient employee with disaffection. This is due to the mentality of the employer, which enshrines the principles of exploitative capitalism that excludes the employee from thinking and treats him like any available resources. Motivation in the institution is carried out in an irrational manner controlled by non-organizational factors such as nepotism and kinship away from justice in equal opportunities, which exhausted workers and made them complain about such practices.

With regard to the extent of workers' adaptation to private sector institutions, most workers believe that their affiliation with this sector is an inevitable necessity in light of the lack of job opportunities in the public sector, because working for private individuals allows them to gain experience and competence without notifying them of safety and reassurance on their career path as a result of the work climate that lacks organizational justice. Therefore, they see their stay in the institution as a temporary one until they can obtain a permanent position in the public sector.

As for the last goal of the study, it is a general result of the effects of job instability for workers and the employer. For the worker, his goal in the production process is to achieve his requirements through his efforts, but under organizational conditions, he is exposed to a set of difficulties and obstacles that prevent him from achieving his needs, due to the absence of organizational justice and the policy of reparation and compulsion imposed by the capitalist ideology of the employer in dealing with the active forces in the organization, which limit their desire to accomplish their tasks and achieve job satisfaction, which leads them to leave work. This behavior is one of the most important difficulties experienced by employers. As a result of labor leakage, the institution is forced to pay sums for the replacement of other workers instead of those who left. This process costs effort, time and money on the part of the Human Resources Planning Authority and results in a disruption in the progress of the production process, which adds other burdens on the institution.

### Overall Results

From our partial set of results, we draw the general conclusion as an attempt to answer the main question of the problem and the research, which is: What is the nature of the relationship between job stability and the performance of workers in the private sector institutions?

Through the evidence collected, both qualitative and quantitative, we conclude that job stability in the institution is low. It is only superficial because the worker demonstrates commitment and discipline at work for fear of the policy of punishment and termination, not for his feeling of integration and adaptation to the organizational conditions of work. This is evidenced by the number of workers who left the institution in 2013 alone, as it exceeded 47, and this is due to work pressures and unsatisfactory organizational conditions that are devoid of justice and objectivity in the distribution of revenues, payment of wages and taking advantage of opportunities for upward career progression. In addition to the lack of opportunities for development and career progression that raise the morale of the worker and make him realize himself and unite him with the institution, these manifestations caused the motivation of the desire to work for them to decrease and result in negative feelings towards work, which was reflected in a negative performance away from excellence and effectiveness in achievement due to the lack of sufficient satisfaction from the job. This also led to a decrease in their level of satisfaction with work in a way that created in them an internal feeling devoid of the emotional feelings that make them love work and, therefore, the element of organizational loyalty was low in the institution.

Therefore, the nature of the relationship between the variable of job stability and job performance is causal. If the employee feels satisfied and safe in his work, he will be stable and settled in it and will exert efforts to perform the tasks assigned to him. Therefore, the performance behavior is subject to the law of impact. If these effects are positive, the performance behavior increases and if they are negative, it decreases and slows down. In this case, performance can achieve its highest degree if it is accompanied by incentives of value to the worker that meet his satisfaction and raise his degree of job satisfaction.

### Conclusion

We tried as much as possible to follow the academic research steps so that the results of the study reflect the empirical reality. After taking an inventory of the theoretical heritage and reading extensively what we had from previous studies on the variables of the study, the problem of research was identified and the hypotheses that we took to the field were formulated using a set of techniques to collect data that fit the descriptive approach that is the most appropriate for monitoring this phenomenon. After collecting the data from the field, it was translated into percentages in order to analyze and interpret them to come up with results that enable us to answer the problematic question that examines the nature of the relationship between job stability and the job performance of workers in private sector institutions. Quantitative and qualitative evidence showed that employees appear stable only outwardly as a result of their exclusion from the management process, although they are the actual partner and the nerve of the production process. The employee in this institution hardly gets his share of the distribution of the return due to the fairness of the quantity of inputs compared to the volume of outputs in addition to the unsatisfactory organizational conditions that worked to reduce his morale and low achievement motivation, which resulted in a negative job performance devoid of excellence and creativity sought by private sector institutions in light of economic competition and market requirements. The latter does not invest its resources positively by giving them sufficient material and moral incentives, as far as the satisfaction achieved by the work environment for the employee in achieving his desires and goals to the extent that it positively affects his effectiveness and efficiency in performance, and sends a sense of love and belonging to the institution.

### Recommendations and Suggestions:

In light of the results of the study, the following recommendations were proposed:

- 1- Establishing a committee concerned with public relations to activate communication in institutions, especially upward communication to inspire confidence in the workers and spread the culture of labor participation in the private sector. To take knowledge of the internal regulations and provisions in all transparency, which are enacted according to the culture of the institution in the aim of regulating organizational relations and deciding upon rights and duties, especially the laws that govern opportunities for development and career progression.
- 2- Identifying key performance indicators to measure the performance of each worker based on these indicators. The evaluation should also include estimating the positive aspects and identifying areas that can be improved so that promotion mechanisms and career progression opportunities are clear.
- 3- Reviewing the wage system to make it fairer in proportion to living conditions. We also recommend strengthening the system of incentives and rewards and adopting an approach and style because of its repercussions on the level of performance and the last job commitment that each organization aims at, rather than the high costs that pay as a result of job replacement.
- 4- Preparing and improving the physical working conditions in line with the level of ambitions of the human resource by providing all requirements that preserve his health and dignity.
- 5- Improving the use of the disciplinary system and avoiding arbitrary laws against the worker because it is very difficult for him to carry out the burdens of the job without error or deficiency throughout his career path.

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