

The Impact of Motivating the Sales Force on Increasing Customer Loyalty: An Econometric Study on a Sample of Employees of Algérie Télécom – Tebessa

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Abstract:

This study aims to shed light on the relationship between sales force motivation and customer loyalty within an organization. Salespeople's motivation has become one of the key factors influencing their performance and, consequently, the organization's ability to retain customers and gain their satisfaction. The study examines the types of motivation (material and non-material) and how each type affects sales force performance. It also analyzes the impact of this performance on the dimensions of loyalty, such as satisfaction, trust, commitment, and word of mouth. The results of the study show a strong positive relationship between sales force motivation and customer loyalty, indicating that investment in human resources directly contributes to improving customer relationships and increasing their loyalty.

Keywords: Motivation, sales force, customer loyalty, satisfaction, trust, commitment, SPSS.

Introduction:

In light of the rapid changes characterizing the business environment, it has become necessary for organizations—especially service-oriented ones—to pay special attention to managing their relationships with customers, particularly amid intense competition and rising consumer expectations. The objective of organizations is no longer limited to merely completing a sales transaction; rather, the focus has shifted toward winning customers and retaining them over the long term. This can only be achieved by delivering added value and services that meet or exceed customer expectations.

One of the most prominent elements that plays an intermediary role between the organization and the customer is the sales force, which represents the organization's frontline and is responsible for forming the customer's first impression. Here, the importance of motivating this human resource—both materially and morally—becomes evident, as such motivation has a direct impact on performance and, consequently, on customer loyalty and continuity in dealing with the organization.

Sales force motivation is considered one of the fundamental concepts in human resource management and internal marketing. It refers to all procedures and policies aimed at enhancing the initiative and motivation of sales representatives by granting financial incentives (such as wages, commissions, and bonuses) or non-financial incentives (such as promotions, recognition, and improvement of the work environment).

Conversely, customer loyalty is one of the core concepts in modern marketing. It refers to the emotional and behavioral attachment that a customer feels toward an organization or its brand, which drives them to repeat purchases, prefer the organization over competitors, and sometimes even recommend it to others. Loyalty manifests itself through several dimensions such as satisfaction, trust, commitment, and intention to continue. Accordingly, the following research problem is posed:

To what extent does sales force motivation affect the increase of customer loyalty at Algérie Télécom – Tebessa?

This main question gives rise to the following sub-questions:

- What is the impact of financial motivation on customer loyalty at Algérie Télécom – Tebessa?
- What is the impact of moral (non-financial) motivation on customer loyalty at Algérie Télécom – Tebessa?
- What is the impact of training and continuous development on customer loyalty at Algérie Télécom – Tebessa?
- What is the impact of working conditions and administrative support on customer loyalty at Algérie Télécom – Tebessa?

1. Study Hypotheses:

In an attempt to provide preliminary answers to the above sub-questions, the following hypotheses are proposed:

Main Hypothesis:

- **H0:** There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa.
- **H1:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

First Sub-Hypothesis:

- **H0:** There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of financial motivation on increasing customer loyalty at Algérie Télécom – Tebessa.
- **H1:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of financial motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

Second Sub-Hypothesis:

- **H0:** There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of moral (non-financial) motivation on increasing customer loyalty at Algérie Télécom – Tebessa.
- **H1:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of moral (non-financial) motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

Third Sub-Hypothesis:

- **H0:** There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of training and continuous development on increasing customer loyalty at Algérie Télécom – Tebessa.
- **H1:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of training and continuous development on increasing customer loyalty at Algérie Télécom – Tebessa.

Fourth Sub-Hypothesis:

- **H0:** There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa.
- **H1:** There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa.

2. Importance of the Study:

The importance of this study lies in addressing a practical and vital topic, namely sales force motivation as an entry point for enhancing customer loyalty—a subject that has received increasing attention from organizations,

particularly in the service sector. The sales force is a decisive element in shaping the organization's image in the minds of customers; therefore, improving its level of motivation directly reflects on the quality of customer relationships and their loyalty.

In addition, the study sheds light on the reality of motivation within Algérie Télécom – Tebessa, a widely operating service-oriented institution. This gives the study a realistic field dimension that may contribute to proposing effective motivational mechanisms suited to the local context and leading to improved customer loyalty and satisfaction.

3. Study Objectives:

The study aims to:

- Identify the concept and importance of sales force motivation;
- Analyze the relationship between sales force motivation and customer loyalty;
- Highlight the main types of incentives used within the organization;
- Measure the extent to which motivation affects customer satisfaction, trust, and commitment.

4. Study Methodology:

To comprehensively address the study topic, answer the research questions, and test the adopted hypotheses, the descriptive–analytical approach was employed in the theoretical and conceptual aspects of the study, given its suitability for the nature of the topic and for interpreting and analyzing the study variables. In the applied and field aspect, case study tools and statistical analysis tools (SPSS) were used to project the theoretical study onto reality. A questionnaire was employed to collect data, classify it, and interpret it objectively, with the aim of testing hypotheses and deriving results using the SPSS statistical software

1. Theoretical Foundation of the Study Variables

Motivation refers to the forces that influence an individual and drive them to behave in a distinctive manner, directing them toward the achievement of a specific goal. It is also the force that encourages an individual to give meaning to their needs and desires (H. Benedicte, 2006). Incentives, on the other hand, are the set of external factors that satisfy a need or desire generated in an individual as a result of performing a particular task.

This definition is characterized by viewing motivation as an influential and driving process with a specific objective for the organization and a convincing return for the individual. It thus represents a process that seeks to explore the relationship between individual behavior and needs in order to exploit it in achieving organizational goals. However, it overlooks the various factors affecting the motivation process by treating it as a simple process, since motivation may express this relationship without necessarily leading to the achievement of goals due to other factors, such as the absence of fairness, for example.

Based on these definitions, a comprehensive definition of sales force motivation can be presented as an integrated system that seeks to achieve a set of mutually satisfying objectives between the organization and its sales force. This is accomplished by creating renewed motives or incentives for salespeople through the rational and fair use of various incentives, while ensuring that these incentives are provided at the appropriate time and in the appropriate form, in line with the requirements of each individual or group. Accordingly, the primary objective of motivation is to increase individual achievement.

Motivation plays a critically important role that benefits both salespeople and the organization through the following:

- Increasing salespeople's income through additional rewards beyond basic salaries;

- Helping sales management acquire salespeople who possess the skills and expertise required to perform their tasks effectively;
- Reducing the effort and costs allocated to recruiting, appointing, and training new salespeople;
- Increasing salespeople's loyalty to the organization in which they work, which motivates them to improve their performance and develop their capabilities;
- A well-designed motivation system achieves employees' material and moral objectives and encourages salespeople to emulate those with higher skills and experience in order to benefit from them and obtain appropriate incentives.

Customer loyalty has become an important topic for all organizations due to its great significance. It is now considered a fundamental pillar and key to achieving objectives, growth, and competitiveness. Given the continuous changes in consumer behavior and psychology, gaining customer loyalty has become a challenging issue, prompting many researchers to study it in order to uncover ways to build and maintain it.

Loyalty encompasses a variety of ideas, all of which agree that loyalty is the process of retaining customers for as long as possible. Customer loyalty behavior is generally associated with repeat purchasing of the same brand or product. Numerous studies and research efforts have attempted to define the concept of loyalty more precisely.

(Reichheld, F.) defined customer loyalty as loyalty-based management, noting that an increase in customer retention rates leads to higher profit rates in service organizations. He argues that "loyalty and commitment are two parts of the same set; loyalty arises from customers' beliefs and represents long-term profitability, and together they form the solid foundation for maintaining customer retention."

(Blomemer & Rosper) distinguish between loyalty and repeat purchase behavior, stating that loyalty is broader than mere repeat purchasing. In loyalty, repeat purchase behavior is preceded by attachment and a positive attitude on the part of the customer toward the brand or organization. These represent the two essential dimensions—attitude and repeat purchase behavior—in forming true loyalty.

(Oliver) also defined loyalty as "a deeply held commitment to repurchase or continue using a product or service consistently in the future, despite situational influences and marketing efforts that have the potential to cause switching."

From the foregoing, loyalty can be understood as the customer's return to purchase the organization's products in the future despite the effectiveness of market influences.

Loyalty has become one of the most widely used terms in marketing and one of the key success factors of marketing programs. This has increased the difficulty of retaining current customers and heightened organizational interest in them due to two fundamental realities:

- **First reality:** A decline in customer loyalty. Customers have taken advantage of the new competitive environment to redirect their purchasing power and have become more inclined than ever to switch between brands. Under these conditions, pressure on organizations has increased, making it imperative for them to design loyalty programs that enhance customer attachment to their products.
- **Second reality:** Customer loyalty or retaining existing customers is less costly than acquiring new customers. Moreover, retaining customers by just 0.5% can increase an organization's profits by between 25% and 100%.

2. Applied Study of the Impact of Sales Force Motivation on Increasing Customer Loyalty at Algérie Télécom – Tebessa

The study methodology and procedures constitute a central axis upon which the applied aspect of the research is built. Through them, the required data are obtained to conduct statistical analysis and derive results, which are then interpreted in light of the literature related to the study topic, thereby achieving the desired objectives.

Accordingly, this section presents a description of the adopted study methodology, the study population, the study instrument used, the method of its preparation and development, as well as its validity and reliability. It also clarifies all aspects related to the questionnaire and its preparation, leading to the statistical methods used for analysis.

2.1 Study Structure: From Population to Model

Any applied study requires methodological procedures to determine the path that guides the researcher toward achieving the study objectives, answering the research questions, and clarifying ambiguities related to the topic under investigation. These procedures also assist in collecting and analyzing information related to the subject and in deriving the desired results. While approaches and procedures may differ from one study to another, they all help in addressing the research questions. Among these procedures are the following:

2.1.1 Study Population and Sample:

The study population consists of employees of Algérie Télécom – Tebessa, numbering 45 employees.

To determine the sample size, the Stephen Thompson formula was used:

$$n = \frac{N \times p(1-p)}{\left[N-1 \times \left(d^2 \div z^2 \right) + p(1-p) \right]}$$

Stephen Thompson's Formula

Where:

- **N:** Population size
- **z:** Standard score corresponding to a 0.95 confidence level (equal to 1.96)
- **d:** Margin of error, equal to 0.05
- **p:** Proportion of attribute availability (assumed neutral at 0.5)

By applying the formula, the sample size **n** was found to be **40.37**, i.e., **40 employees** from Algérie Télécom – Tebessa.

The study sample was characterized as being random, as **40 questionnaires** were distributed in accordance with what was permitted for conducting the field study. All distributed questionnaires were retrieved, and the results are presented in the following table:

Table (1): Questionnaire Distribution

Questionnaires	Number	Percentage
Distributed	40	100%
Not retrieved	0	0%
Invalid for analysis	0	0%
Retrieved and valid for analysis	40	100%

Source: Prepared by the researcher.

2.1.2 Study Methodology:

The study methodology represents the path that leads to the discovery of truth and serves as the route taken to reach scientific results in studying various topics. This is achieved through a set of general rules that must be met to obtain the best results. In this study, the **descriptive–analytical approach** was adopted, as it does not merely involve collecting and tabulating data, but also includes interpreting these data and identifying the characteristics of the phenomenon under study. Through this approach, the necessary data and information related to the phenomenon are collected, in addition to using the **statistical method** to interpret the statistical significance between the study variables.

2.1.3 Study Model:

The study seeks to measure the impact that sales force motivation, with its various dimensions, may have on increasing customer loyalty at Algérie Télécom – Tebessa. Accordingly, the study includes the following variables:

- **Independent variable:** Sales force motivation, which was divided into partial independent variables represented by a set of dimensions (criteria), namely:
 - Financial motivation
 - Moral (non-financial) motivation
 - Training and continuous development
 - Working conditions and administrative support
- **Dependent variable:** Customer loyalty.

These variables can be illustrated in the following figure:



Figure (1): Study Model

Independent Variable: Sales Force Motivation → Increase → Dependent Variable: Customer Loyalty

Source: Prepared by the researcher.

2.1.4 Internal Consistency of the Independent Variable Items:

Internal consistency refers to the degree to which each item is consistent with its respective dimension, as well as the consistency of the partial independent variables with the overall independent variable. In this context, the **Pearson correlation coefficient** was used to determine the degree of consistency among the dimensions of the first axis. The internal consistency was calculated and is presented in the following table:

Table (2): Pearson Correlation Matrix among the Dimensions of Sales Force Motivation

Variable	Financial Motivation	Moral Motivation	Training & Continuous Development	Working Conditions & Administrative Support	Sales Force Motivation
Financial Motivation	1	0.537**	0.949*	0.485**	0.881**
Moral Motivation	0.537**	1	0.652**	0.545*	0.795**
Training & Continuous Development	0.949*	0.652**	1	0.529	0.925**
Working Conditions & Administrative Support	0.485**	0.545*	0.529	1	0.773**
Sales Force Motivation	0.881**	0.795**	0.925**	0.773**	1

Source: Prepared by the researcher based on outputs from the statistical software **SPSS V27**.

It is observed that there are moderate positive relationships among all dimensions, except for the relationship between the financial motivation dimension and the training and continuous development dimension, which is very strong. In addition, the relationships between the dimensions and the independent variable represented by sales force motivation range from strong to very strong.

It is worth noting that this matrix does not provide information about causal relationships among the dimensions; rather, it only presents probabilistic correlations between them. Therefore, it is necessary to continue using statistical tools to measure the impact of sales force motivation on increasing customer loyalty in the organization under study, and this will be done using simple linear regression.

2.1.5 Reliability of the Study Instrument (Validity and Reliability Coefficient – Cronbach’s Alpha):

After retrieving all distributed questionnaires, totaling **40 questionnaires**, the validity and reliability of the questionnaire were assessed by calculating **Cronbach’s Alpha coefficient**. The results are presented in Table (3).

Table (3): Cronbach’s Alpha Test for the Study Instrument

Variable	Cronbach’s Alpha Coefficient
Financial motivation	0.802
Moral (non-financial) motivation	0.789
Training and continuous development	0.797
Working conditions and administrative support	0.796
Sales force motivation	0.917
Customer loyalty	0.803
Overall total	0.917

Source: Prepared by the researcher based on outputs from the statistical software **SPSS V27**.

From Table (3), the results of the questionnaire measurement can be interpreted as follows: the Cronbach’s Alpha values for all dimensions of the independent variable exceed **0.70**, which are considered very good values. The Cronbach’s Alpha value for the sales force motivation items equals **0.917**. On the other hand, the value for customer loyalty equals **0.803**, while the overall Cronbach’s Alpha value for all items combined equals **0.917**. These values, all exceeding **0.70**, indicate that the data are excellent and of high quality, and that the measurement instrument satisfies the reliability condition of the questionnaire items and is valid for use as a research tool.

2.1.6 Normality Test:

Before presenting and analyzing the study results, testing the hypotheses, and measuring the impact that sales force motivation may have on increasing customer loyalty in the organization under study, the normality of the study variables was examined using the **Shapiro–Wilk** and **Kolmogorov–Smirnov** tests.

Based on the outputs of **SPSS V27**, the results shown in Table (4) were obtained, which present the normality test for the study variables.

Table (4): Normality Test

Variable	Kolmogorov–Smirnov Significance Level	Shapiro–Wilk Significance Level
Sales force motivation	0.200*	0.862*
Customer loyalty	0.200*	0.737*

Source: Prepared by the researcher based on outputs from the statistical software **SPSS V27**.

From Table (4), which presents the normality test results, and according to the Shapiro–Wilk test, the statistical significance value for the sales force motivation variable is **0.862**, which is greater than **0.05**. Therefore, the data follow a normal distribution. Similarly, for the dependent variable, customer loyalty, which represents the studied phenomenon, the statistical significance value is **0.737**, which is also greater than **0.05**, indicating that the data follow a normal distribution. This means that **parametric tests** will be used in the analysis.

Additionally, Figures (2) and (3) show bell-shaped curves, which further indicate that the data follow a normal distribution.

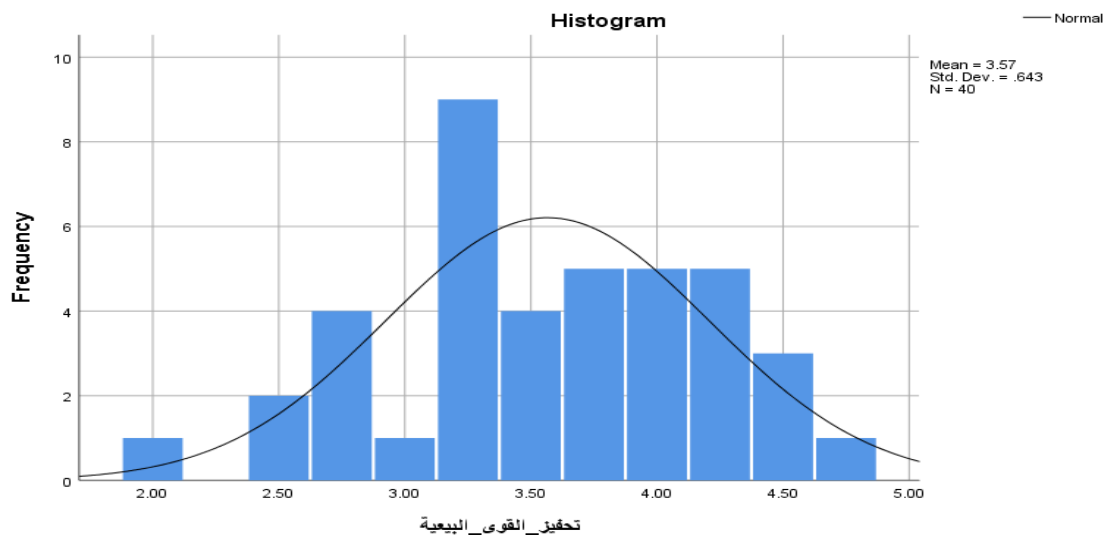


Figure (2): Normal Distribution of Sales Force Motivation

Source: Prepared by the researcher based on outputs from **SPSS V27**.

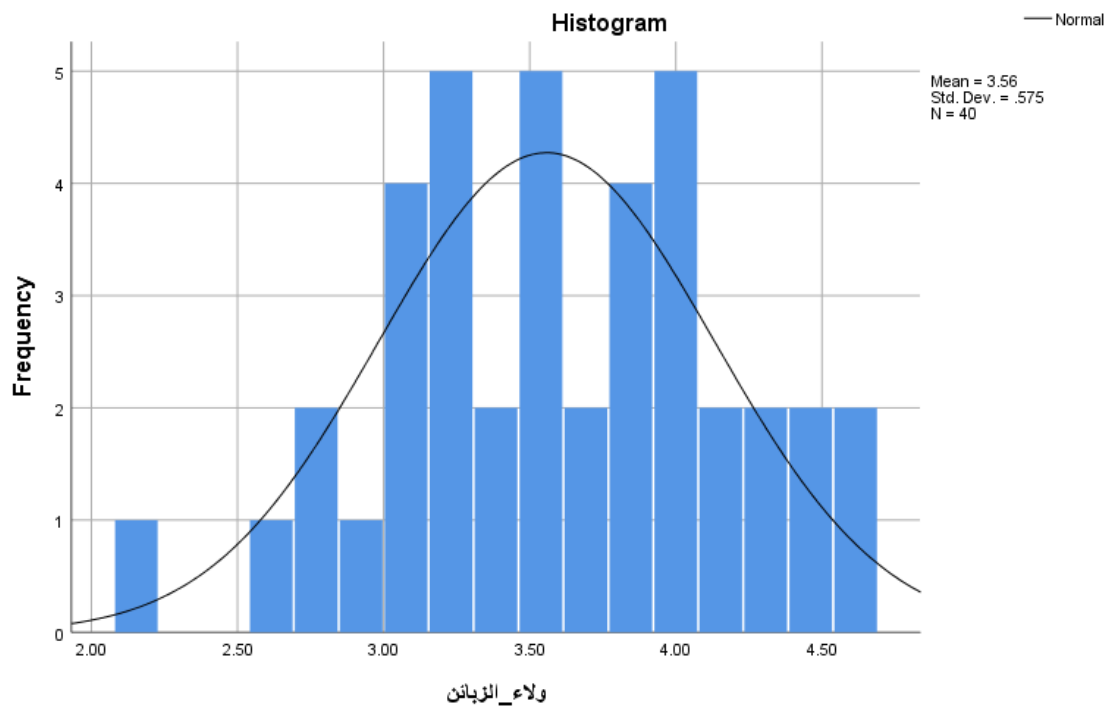


Figure (3): Normal Distribution of Customer Loyalty

Source: Prepared by the researcher based on outputs from the statistical software **SPSS V27**.

2.2 Presentation and Analysis of the Study Results

The results of the study obtained through the outputs of **SPSS V27** and hypothesis testing will be presented and analyzed. These results constitute a fundamental basis for understanding the reality of the study variables, interpreting the nature of the relationships among them, and measuring the impact. Accordingly, the study results will be presented and interpreted, and the effect of sales force motivation on increasing customer loyalty at **Algérie Télécom – Tebessa** will be examined.

• Testing the First Sub-Hypothesis:

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the financial motivation variable on increasing customer loyalty at **Algérie Télécom – Tebessa**.

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the financial motivation variable on increasing customer loyalty at **Algérie Télécom – Tebessa**.

Table (5): Results of the Simple Linear Regression Model

Model	Sum of Squares	df	Mean Square	Calculated F	Sig
Regression	1.880	1	1.880	6.498	0.02
Error	10.993	38	0.289		
Total	12.873	39			
Variable	β	Std. Error	Beta Coefficient	Calculated t	Sig
Constant	2.637	0.371	—	7.110	0.000
Financial motivation	0.278	0.109	0.382	2.549	0.02

- Correlation coefficient (R): 0.382
- Coefficient of determination (R²): 0.146
- Dependent variable: Customer loyalty

Source: Prepared by the researcher based on outputs from SPSS V27.

The results of the simple linear regression analysis indicate that the statistical model used to examine the effect of financial motivation on increasing customer loyalty is statistically significant. The calculated F-value (6.498) has a significance level (Sig = 0.02), which is less than the specified significance level ($\alpha = 0.05$). This confirms that the relationship between the two variables is not random and that the model is capable of explaining part of the variance in customer loyalty.

The results reveal the existence of a weak positive correlation between financial motivation and customer loyalty, with the correlation coefficient (R) equal to 0.382. The coefficient of determination (R² = 0.146) indicates that only 14.6% of the variance in customer loyalty is attributed to changes in the effectiveness of financial motivation, while the remaining 85.4% is due to other factors not included in the model.

The regression coefficients show that the effect of financial motivation ($\beta = 0.278$) is statistically significant (Sig = 0.02), while the constant term (A = 2.637) is also highly significant (Sig = 0.000). The relationship between the two variables can be expressed by the following regression equation:

$$\text{Customer Loyalty} = 2.637 + 0.278 \times \text{Financial Motivation}$$

This equation indicates that a one-unit increase in the effectiveness of financial motivation leads to an expected increase of 0.278 units in customer loyalty, highlighting that the impact of financial motivation—although present—remains limited compared to other factors.

Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the financial motivation variable on increasing customer loyalty at Algérie Télécom – Tebessa.

• Testing the Second Sub-Hypothesis:

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the moral (non-financial) motivation variable on increasing customer loyalty at Algérie Télécom – Tebessa.

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the moral (non-financial) motivation variable on increasing customer loyalty at Algérie Télécom – Tebessa.

Table (6): Results of the Simple Linear Regression Model

Model	Sum of Squares	df	Mean Square	Calculated F	Sig
Regression	1.731	1	1.731	5.905	0.02
Error	11.141	38	0.293		
Total	12.873	39			
Variable	β	Std. Error	Beta Coefficient	Calculated t	
Constant	2.325	0.514	—	4.521	
Moral motivation	0.310	0.128	0.367	2.430	

- Correlation coefficient (R): 0.367
- Coefficient of determination (R²): 0.134

- Dependent variable: Customer loyalty

Source: Prepared by the researcher based on outputs from **SPSS V27**.

The results of the simple linear regression analysis show that the statistical model used to examine the effect of **moral (non-financial) motivation** on increasing customer loyalty is statistically significant. The calculated F-value (6.905) recorded a significance level (Sig = 0.02), which is less than the specified significance level ($\alpha = 0.05$). This confirms that the relationship between the two variables is not random and that the model is capable of explaining part of the variance in customer loyalty.

The results reveal the existence of a weak positive correlation between moral motivation and customer loyalty, with the correlation coefficient (R) reaching a value of 0.367. The coefficient of determination ($R^2 = 0.134$) indicates that only 13.4% of the variance in customer loyalty is attributed to changes in the effectiveness of moral motivation, while the remaining percentage (86.6%) is due to other factors not included in the model.

The regression coefficients show that the effect of moral motivation ($\beta = 0.310$) is statistically significant (Sig = 0.02), while the constant term ($A = 2.325$) also shows high statistical significance (Sig = 0.000). The relationship between the two variables can be represented by the following regression equation:

$$\text{Customer Loyalty} = 2.325 + 0.310 \times \text{Moral Motivation}$$

This equation indicates that a one-unit increase in the effectiveness of moral motivation leads to an expected increase of 0.310 units in customer loyalty, highlighting that the impact of moral motivation—although present—remains limited compared to other factors.

Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of moral motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

• Testing the Third Sub-Hypothesis:

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the training and continuous development variable on increasing customer loyalty at Algérie Télécom – Tebessa.

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the training and continuous development variable on increasing customer loyalty at Algérie Télécom – Tebessa.

Table (7): Results of the Simple Linear Regression Model

Model	Sum of Squares	df	Mean Square	Calculated F	Sig
Regression	2.255	1	2.255	8.072	0.01
Error	10.617	38	0.279		
Total	12.873	39			
Variable	β	Std. Error	Beta Coefficient	Calculated t	Sig
Constant	2.455	0.397	—	6.183	0.000
Training and continuous development	0.324	0.114	0.419	2.841	0.01

- Correlation coefficient (R): 0.419
- Coefficient of determination (R^2): 0.175
- Dependent variable: Customer loyalty

Source: Prepared by the researcher based on outputs from SPSS V27.

The results of the simple linear regression analysis indicate that the statistical model used to examine the effect of training and continuous development on increasing customer loyalty is statistically significant. The calculated F-value (8.072) has a significance level (Sig = 0.01), which is less than the specified significance level ($\alpha = 0.05$). This confirms that the relationship between the two variables is not random and that the model explains part of the variance in customer loyalty.

The results show a weak positive correlation between training and continuous development and customer loyalty, with the correlation coefficient (R) equal to 0.419. The coefficient of determination ($R^2 = 0.175$) indicates that only 17.5% of the variance in customer loyalty is explained by changes in training and continuous development, while the remaining 82.5% is attributed to other factors not included in the model.

The regression coefficients indicate that the effect of training and continuous development ($\beta = 0.324$) is statistically significant (Sig = 0.01), while the constant term ($A = 2.455$) is also highly significant (Sig = 0.000). The relationship between the two variables can be expressed by the following regression equation:

$$\text{Customer Loyalty} = 2.455 + 0.324 \times \text{Training and Continuous Development}$$

This equation indicates that a one-unit increase in the effectiveness of training and continuous development leads to an expected increase of 0.324 units in customer loyalty, demonstrating that although the effect exists, it remains limited compared to other factors.

Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of training and continuous development on increasing customer loyalty at Algérie Télécom – Tebessa.

• Testing the Fourth Sub-Hypothesis:

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa.

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa.

Table (8): Results of the Simple Linear Regression Model

Model	Sum of Squares	df	Mean Square	Calculated F	Sig
Regression	4.738	1	4.738	22.135	0.00
Error	8.134	38	0.214		
Total	12.873	39			
Variable	β	Std. Error	Beta Coefficient	Calculated t	Sig
Constant	2.073	0.324	—	6.400	0.000
Working conditions and administrative support	0.414	0.088	0.607	4.705	0.00

- Correlation coefficient (R): 0.607
- Coefficient of determination (R^2): 0.368
- Dependent variable: Customer loyalty

Source: Prepared by the researcher based on outputs from **SPSS V27**.

The results indicate that the statistical model used to examine the effect of working conditions and administrative support on increasing customer loyalty is statistically significant. The calculated F-value (22.135) has a significance level (Sig = 0.00), which is less than the specified significance level ($\alpha = 0.05$), confirming that the relationship between the two variables is not random.

The results show a moderate positive correlation between working conditions and administrative support and customer loyalty, with a correlation coefficient (R) of 0.607. The coefficient of determination ($R^2 = 0.368$) indicates that 36.8% of the variance in customer loyalty is explained by changes in working conditions and administrative support, while the remaining 63.2% is attributed to other factors not included in the model.

The regression coefficients indicate that the effect of working conditions and administrative support ($\beta = 0.414$) is statistically significant (Sig = 0.00), while the constant term ($A = 2.073$) is also highly significant (Sig = 0.000). The relationship between the two variables can be represented by the following regression equation:

$$\text{Customer Loyalty} = 2.073 + 0.414 \times \text{Working Conditions and Administrative Support}$$

This equation indicates that a one-unit increase in the effectiveness of working conditions and administrative support leads to an expected increase of 0.414 units in customer loyalty.

Based on these results, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa.

• Testing the Main Hypothesis:

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

Table (9): Results of the Simple Linear Regression Model

Model	Sum Squares	of	df	Mean Square	Calculated F	Sig
Regression	3.663		1	3.663	15.113	0.00
Error	9.210		38	0.242		
Total	12.873		39			
Variable	β	Std. Error	Beta Coefficient	Calculated t		
Constant	1.858	0.444	—	4.182		
Sales force motivation	0.477	0.123	0.533	3.888		

- Correlation coefficient (R): 0.533
- Coefficient of determination (R^2): 0.285
- Dependent variable: Customer loyalty

Source: Prepared by the researcher based on outputs from **SPSS V27**.

The results of the simple linear regression analysis show that the statistical model used to examine the effect of **sales force motivation** on increasing customer loyalty is statistically significant. The calculated F-value (15.113) recorded a significance level (Sig = 0.00), which is less than the specified significance level ($\alpha = 0.05$). This

confirms that the relationship between the two variables is not random and that the model is capable of explaining part of the variance in customer loyalty.

The results reveal the existence of a weak positive correlation between sales force motivation and customer loyalty, with the correlation coefficient (R) reaching a value of 0.533. The coefficient of determination ($R^2 = 0.285$) indicates that only 28.5% of the variance in customer loyalty is attributed to changes in the effectiveness of sales force motivation, while the remaining percentage (71.5%) is due to other factors not included in the model.

The regression coefficients show that the effect of sales force motivation ($\beta = 0.477$) is statistically significant (Sig = 0.00), while the constant term ($A = 1.858$) also shows high statistical significance (Sig = 0.000). The relationship between the two variables can be represented by the following regression equation:

$$\text{Customer Loyalty} = 1.858 + 0.477 \times \text{Sales Force Motivation}$$

This equation indicates that a one-unit increase in the effectiveness of sales force motivation leads to an expected increase of 0.477 units in customer loyalty, highlighting that the impact of sales force motivation—although present—remains limited compared to other factors.

Based on these results, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa.

Conclusion

In attempting to identify the impact of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa, a questionnaire was used as the main research instrument. The questionnaire consisted of two sections: the first addressed the personal and job-related characteristics of the study sample, while the second was divided into two axes. The first axis was dedicated to the independent variable—sales force motivation—through its four dimensions: financial motivation, moral (non-financial) motivation, training and continuous development, and working conditions and administrative support. This axis comprised 20 items directed to a sample of 40 employees. The second axis included the dependent variable—customer loyalty—and was measured through 13 items addressed to the same sample.

The data collected through the questionnaire were analyzed using the social statistical analysis software **SPSS V27**, employing various statistical techniques. The results showed that all dimensions have a positive effect on increasing customer loyalty. The overall model was also statistically significant, indicating the existence of a statistically significant effect of the independent variable (sales force motivation) on increasing customer loyalty. The model explains 28.5% of the variance in the dependent variable, while 71.5% is explained by other factors outside Algérie Télécom – Tebessa. A one-unit increase in the effectiveness of sales force motivation leads to an expected increase of 0.477 units in customer loyalty, emphasizing that although the impact of sales force motivation exists, it remains limited compared to other factors.

Study Results:

- There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of sales force motivation on increasing customer loyalty at Algérie Télécom – Tebessa. The correlation coefficient (R) reached 0.533, and the coefficient of determination ($R^2 = 0.285$) indicates that only 28.5% of the variance in customer loyalty is attributed to changes in sales force motivation, while the remaining 71.5% is due to other factors not included in the model. A one-unit increase in sales force motivation effectiveness leads to an expected increase of 0.477 units in customer loyalty, indicating that the impact of sales force motivation—although present—remains limited compared to other factors.
- There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of financial motivation on increasing customer loyalty at Algérie Télécom – Tebessa. The correlation coefficient (R) reached 0.382, and the

coefficient of determination ($R^2 = 0.146$) indicates that only 14.6% of the variance in customer loyalty is attributed to changes in financial motivation, while the remaining 85.4% is due to other factors. A one-unit increase in financial motivation effectiveness leads to an expected increase of 0.278 units in customer loyalty, highlighting the limited impact of financial motivation.

- There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of moral (non-financial) motivation on increasing customer loyalty at Algérie Télécom – Tebessa. The correlation coefficient (R) reached 0.367, and the coefficient of determination ($R^2 = 0.134$) indicates that only 13.4% of the variance in customer loyalty is attributed to changes in moral motivation, while the remaining 86.6% is due to other factors. A one-unit increase in moral motivation effectiveness leads to an expected increase of 0.310 units in customer loyalty.

- There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of training and continuous development on increasing customer loyalty at Algérie Télécom – Tebessa. The results reveal a weak positive correlation between training and continuous development and customer loyalty, with a correlation coefficient (R) of 0.419. The coefficient of determination ($R^2 = 0.175$) indicates that only 17.5% of the variance in customer loyalty is attributed to training and continuous development, while 82.5% is due to other factors. A one-unit increase in training and continuous development effectiveness leads to an expected increase of 0.324 units in customer loyalty.

- There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of working conditions and administrative support on increasing customer loyalty at Algérie Télécom – Tebessa. The correlation coefficient (R) reached 0.607, and the coefficient of determination ($R^2 = 0.368$) indicates that 36.8% of the variance in customer loyalty is attributed to working conditions and administrative support, while 63.2% is due to other factors. A one-unit increase in the effectiveness of working conditions and administrative support leads to an expected increase of 0.414 units in customer loyalty.

Study Recommendations:

Based on the study results, which confirm the existence of an effect for all dimensions of sales force motivation (financial motivation, moral motivation, training and continuous development, working conditions, and administrative support) on increasing customer loyalty at Algérie Télécom – Tebessa—while noting that this effect remains limited—a set of recommendations can be proposed to strengthen this impact and further develop customer loyalty, as follows:

- Reviewing the reward and salary system to make it more fair and motivating, by allocating monthly or quarterly incentives based on the achievement of sales and customer service objectives;

- Creating a supportive environment based on appreciation and recognition of efforts, through organizing recognition events for outstanding employees in front of their colleagues;

- Designing periodic training programs focusing on communication, persuasion, and customer service skills, and involving the sales force in modern workshops to keep pace with technological and service-related developments;

- Providing a comfortable work environment in terms of equipment, organizational climate, and respect for working hours, as well as improving coordination between departments to reduce pressure on sales employees;

- Involving management directly in motivating employees in the field, not only through office-based decisions, by opening effective and direct communication channels between the sales force and management to resolve daily problems;

- Periodically measuring customer loyalty by conducting customer satisfaction surveys immediately after service delivery and analyzing the results to improve performance.

Appendix No. 01: Validity and Reliability (Cronbach's Alpha)

Cronbach's Alpha for the Sales Force Motivation variable:

RELIABILITY

/VARIABLES=a1 a2 a3 a4 a5 a6 a7 a8 a9 a10 a11 a12 a13 a14 a15 a16 a17 a18 a19 a20

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	20

Cronbach's Alpha for the dependent variable (Customer Loyalty):

RELIABILITY

/VARIABLES=b1 b2 b3 b4 b5 b6 b7 b8 b9 b10 b11 b12 b13 /SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
.803	13

Cronbach's Alpha for the questionnaire as a whole:

RELIABILITY

/VARIABLES=a1 a2 a3 a4 a5 a6 a7 a8 a9 a10 a11 a12 a13 a14 a15 a16 a17 a18 a19 a20 b1 b2 b3 b4 b5

b6 b7 b8 b9 b10 b11 b12 b13

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	33

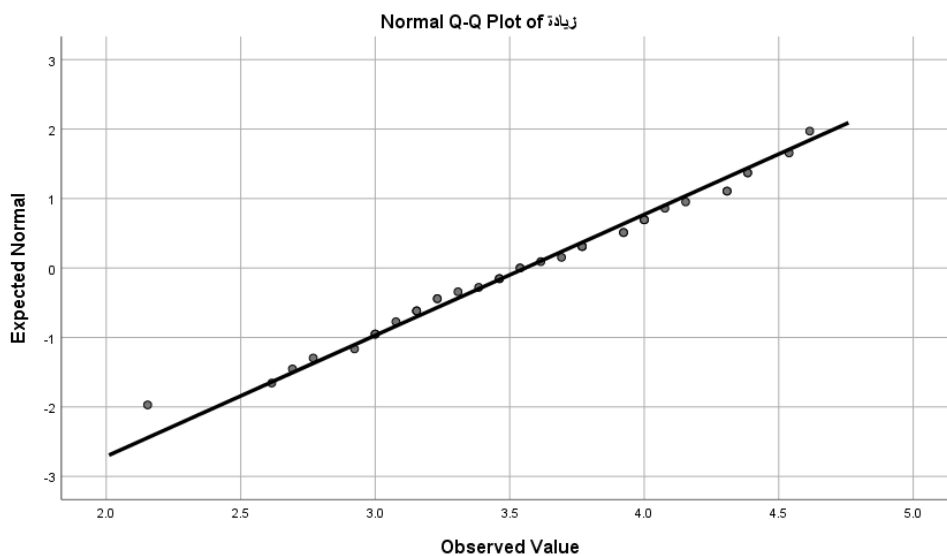
Appendix No. 02: Normality Test

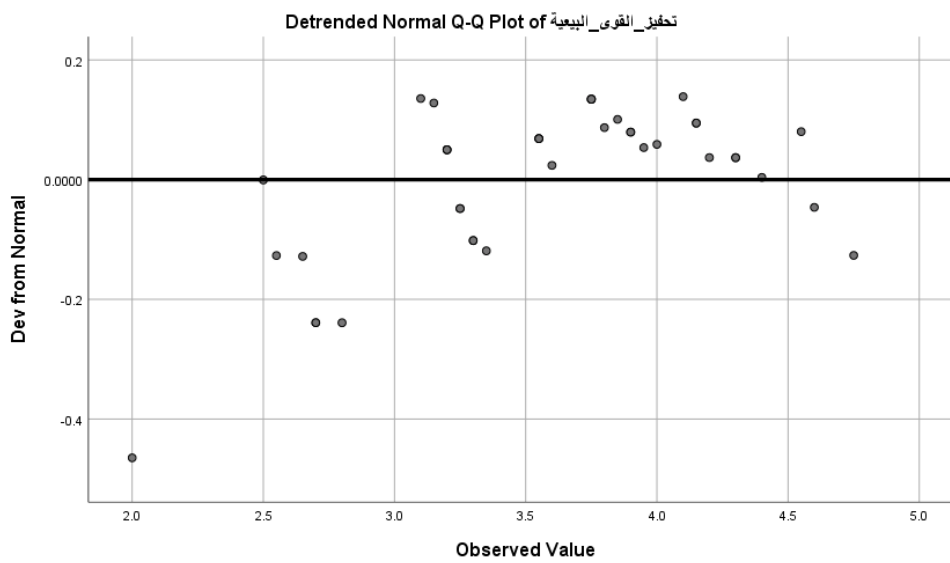
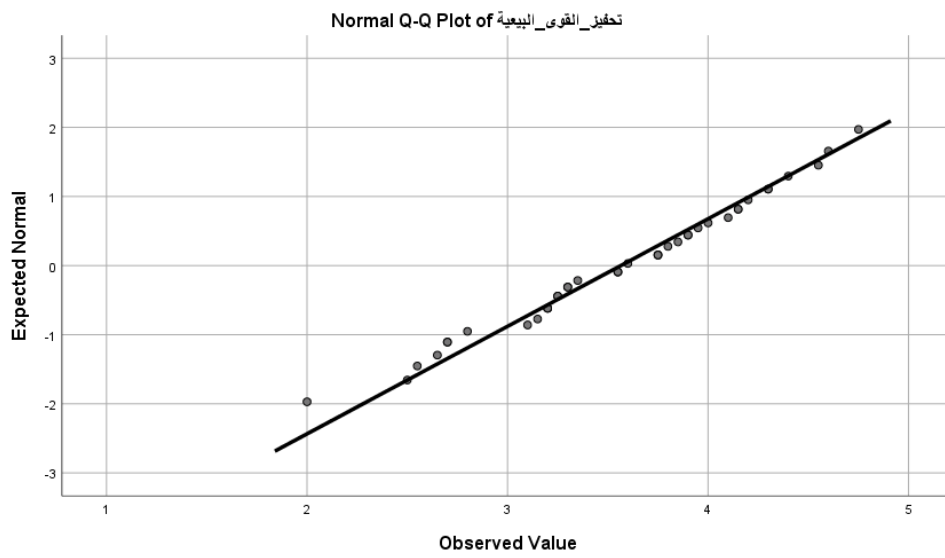
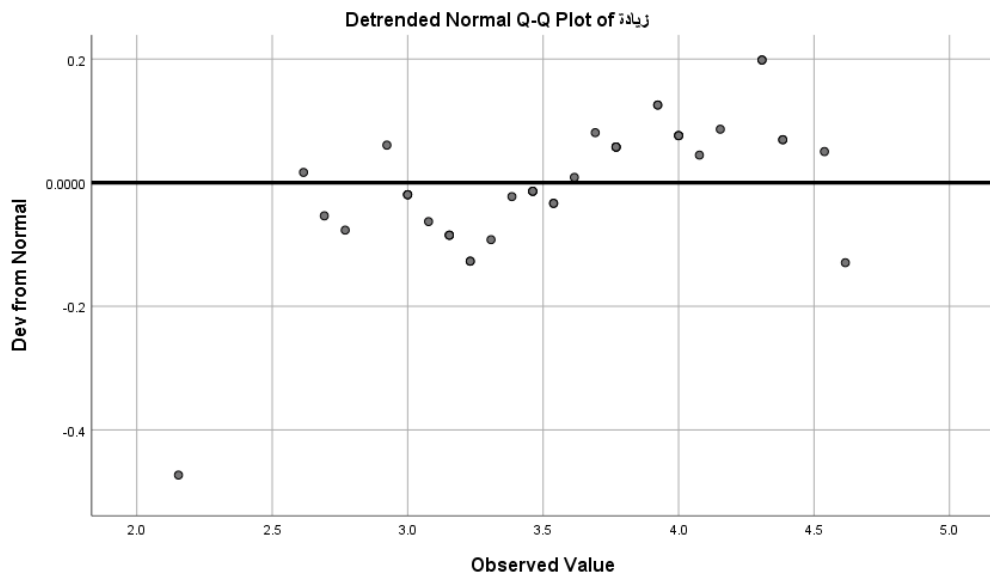
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Increase	.069	40	.200*	.985	40	.862
sales_Force_Moti vation	.088	40	.200*	.981	40	.737

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction





Appendix No. 03: Pearson Correlation Matrix among Dimensions of the Independent Variable

Correlations

	Financial_Motivation	Moral_Motivation	Training_Continuous_Development	Working_Conditions_Administrative	Sales_Force_Motivation
Financial_Motivation Pearson Correlation	1	0.537**	0.949**	0.485**	0.881**
Sig. (2-tailed)		0.000	0.000	0.002	0.000
N	40	40	40	40	40
Moral_Motivation Pearson Correlation	0.537**	1	0.652**	0.545**	0.795**
Sig. (2-tailed)	0.000		0.000	0.000	0.000
N	40	40	40	40	40
Training_Continuous_Development Pearson Correlation	0.949**	0.652**	1	0.529**	0.925**
Sig. (2-tailed)	0.000	0.000		0.000	0.000
N	40	40	40	40	40
Working_Conditions_Administrative Pearson Correlation	0.485**	0.545**	0.529**	1	0.773**
Sig. (2-tailed)	0.002	0.000	0.000		0.000
N	40	40	40	40	40
Sales_Force_Motivation Pearson Correlation	0.881**	0.795**	0.925**	0.773**	1
Sig. (2-tailed)	0.000	0.000	0.000	0.000	
N	40	40	40	40	40

** Correlation is significant at the 0.01 level (2-tailed).

Appendix No. 04: Simple Linear Regression

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Finance motivation	.	Enter

a. Dependent Variable: ولاء_الزبائن

b. All requested variables entered.

Model R	R Square	Adjusted R Square	R Std. Error of the Estimate	Change Statistics	
				Square Change	F Change
1	.382 ^a	.146	.53786	.146	6.498

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.880	1	1.880	6.498	.015 ^b
	Residual	10.993	38	.289		
	Total	12.873	39			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), finance motivaiton

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.637	.371		7.110	.000
	finance motivaiton	.278	.109	.382	2.549	.015

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	finance motivaiton
1	1	1.973	1.000	.01	.01
	2	.027	8.607	.99	.99

a. Dependent Variable: customer loyalty

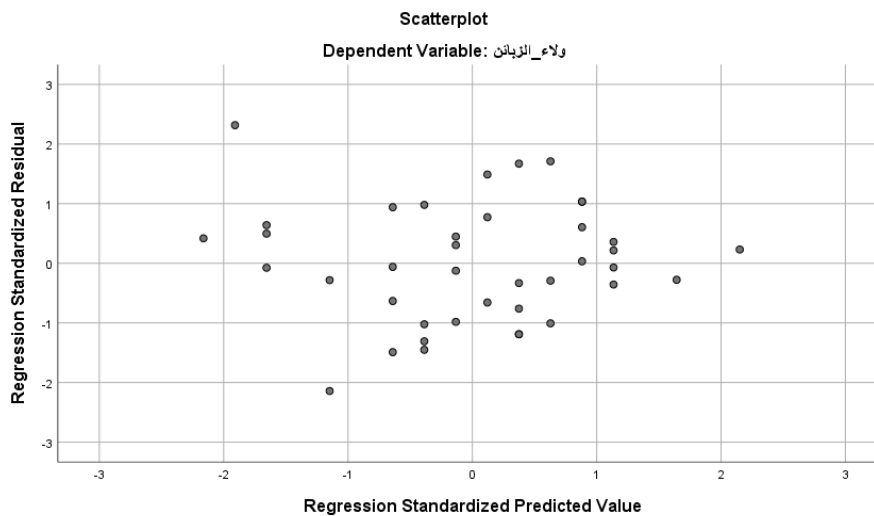
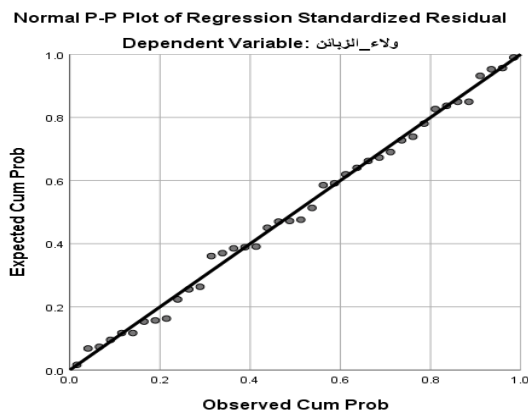
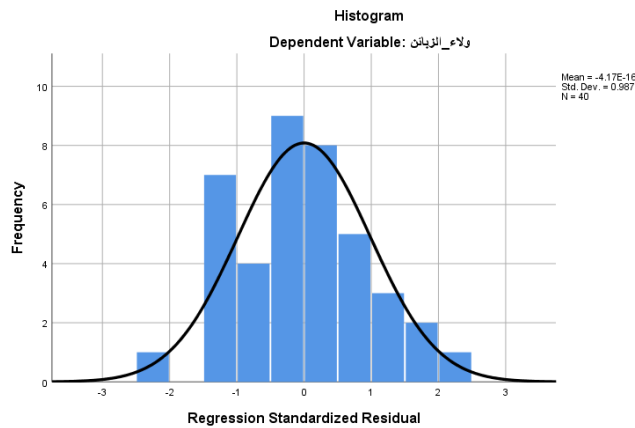
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0829	4.0297	3.5577	.21954	40
Residual	-1.15182	1.24603	.00000	.53092	40

Std. Predicted Value	-2.163	2.150	.000	1.000	40
Std. Residual	-2.142	2.317	.000	.987	40

a. Dependent Variable: customer loyalty

Charts



Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Moral motivation	.	Enter

a. Dependent Variable: customer loyalty

b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					Square Change	F Change
1	.367 ^a	.134	.112	.54148	.134	5.905

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.731	1	1.731	5.905	.020 ^b
	Residual	11.141	38	.293		
	Total	12.873	39			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), Moral motivation

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.325	.514		4.521	.000
	Moral motivation	.310	.128	.367	2.430	.020

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Moral motivation
1	1	1.986	1.000	.01	.01
	2	.014	11.932	.99	.99

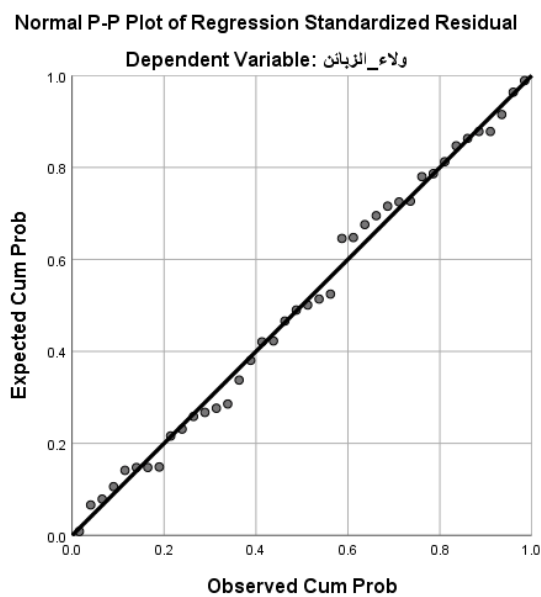
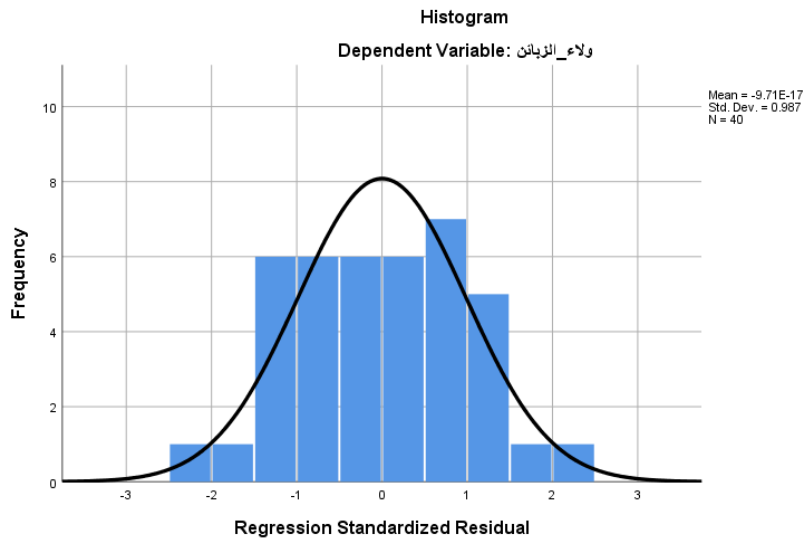
a. Dependent Variable: ولاء_الزبائن

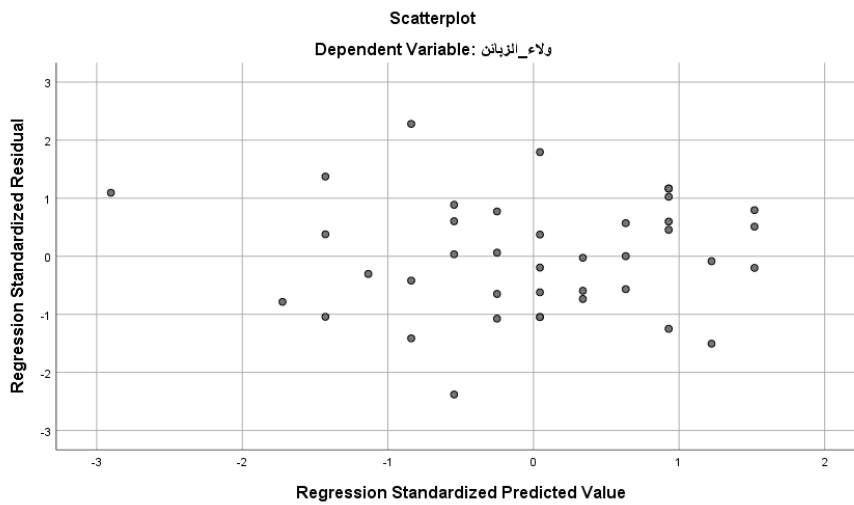
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9461	3.8775	3.5577	.21070	40
Residual	-1.28898	1.23465	.00000	.53449	40
Std. Predicted Value	-2.903	1.518	.000	1.000	40
Std. Residual	-2.380	2.280	.000	.987	40

a. Dependent Variable: customer loyalty

Charts





Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Training and continuous development ^{t^b}	.	Enter

a. Dependent Variable: customer loyalty_

b. All requested variables entered.

Model	R	Change Statistics			
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.419 ^a	.175	.154	.52859	.175

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.255	1	2.255	8.072	.007 ^b
	Residual	10.617	38	.279		
	Total	12.873	39			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), Training and continuous development

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.455	.397		6.183	.000
	Training and continuous development	.324	.114	.419	2.841	.007

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Training and continuous development
1	1	1.978	1.000	.01	.01
	2	.022	9.395	.99	.99

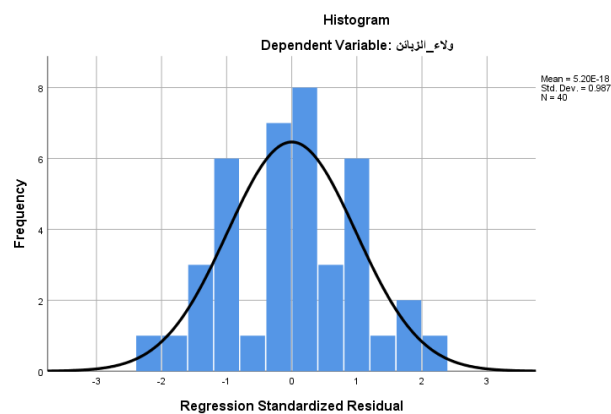
a. Dependent Variable: ولاء_الزبائن

Residuals Statistics^a

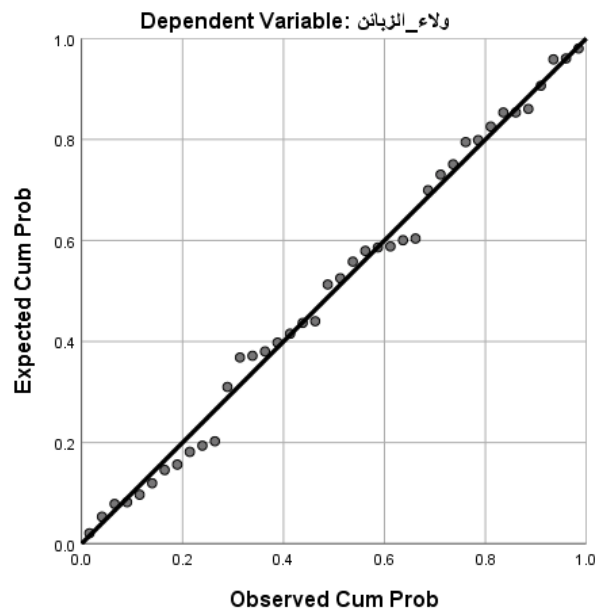
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0387	4.0766	3.5577	.24048	40
Residual	-1.07951	1.08639	.00000	.52177	40
Std. Predicted Value	-2.158	2.158	.000	1.000	40
Std. Residual	-2.042	2.055	.000	.987	40

a. Dependent Variable: _custmer loyalty

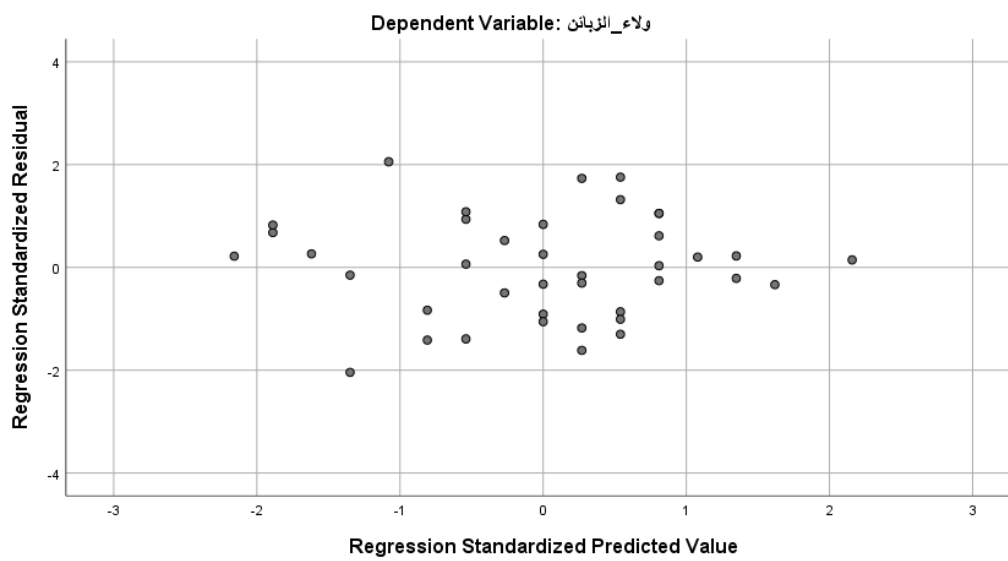
Charts



Normal P-P Plot of Regression Standardized Residual



Scatterplot



Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ظروف_العمل_الإداري	.	Enter

a. Dependent Variable: customer loyalty

b. All requested variables entered.

Model R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics	
				Square Change	F Change
1	.607 ^a	.368	.46267	.368	22.135

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.738	1	4.738	22.135	.000 ^b
	Residual	8.134	38	.214		
	Total	12.873	39			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), Working conditions and administrative support

Coefficients^a

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Working conditions and administrative support
1	1	1.974	1.000	.01	.01
	2	.026	8.741	.99	.99

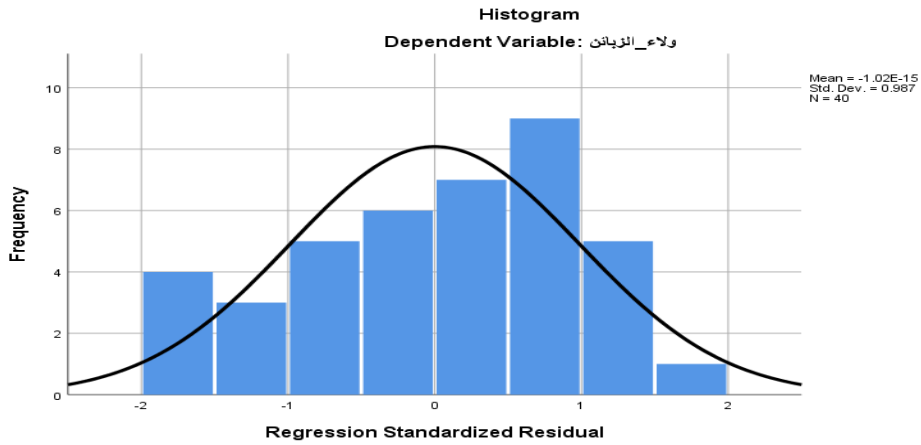
a. Dependent Variable: customer loyalty

Residuals Statistics^a

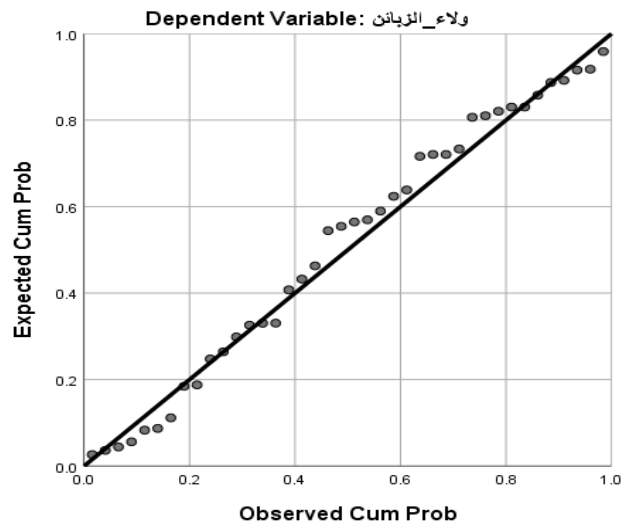
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8185	4.1437	3.5577	.34856	40
Residual	-.89519	.80301	.00000	.45670	40
Std. Predicted Value	-2.121	1.681	.000	1.000	40
Std. Residual	-1.935	1.736	.000	.987	40

a. Dependent Variable: customer loyalty

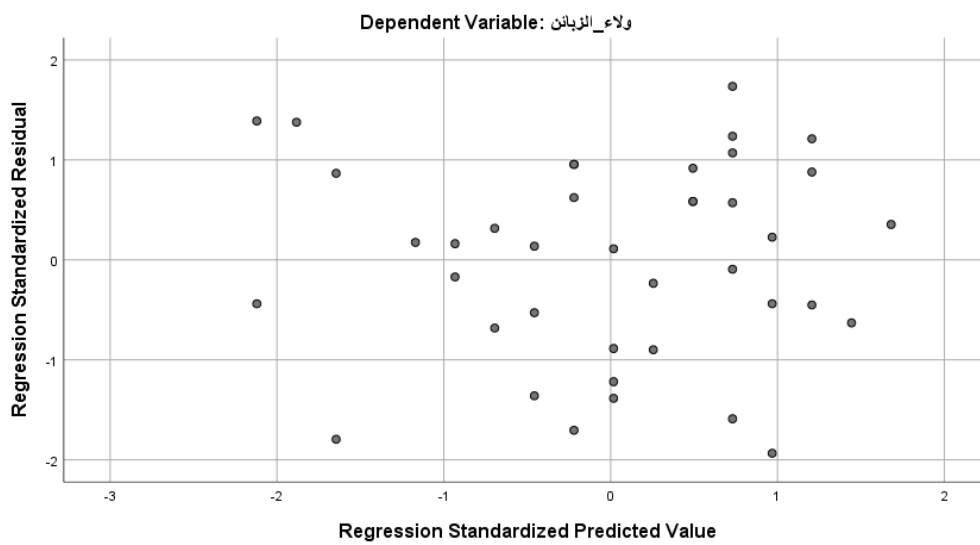
Charts



Normal P-P Plot of Regression Standardized Residual



Scatterplot



Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Working conditions and administrative support	.	Enter

a. Dependent Variable: customer loyalty

b. All requested variables entered.

Model	R	R Square	Change Statistics			
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	.533 ^a	.285	.266	.49231	.285	15.113

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.663	1	3.663	15.113	.000 ^b
	Residual	9.210	38	.242		
	Total	12.873	39			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), Working conditions and administrative support

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.858	.444		4.182	.000
	تحفيز القوى البيعية	.477	.123	.533	3.888	.000

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Working conditions and administrative support

1	1	1.985	1.000	.01	.01
	2	.015	11.325	.99	.99

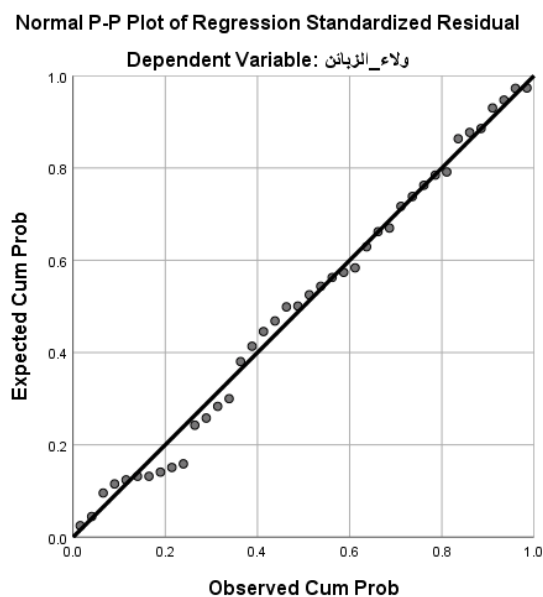
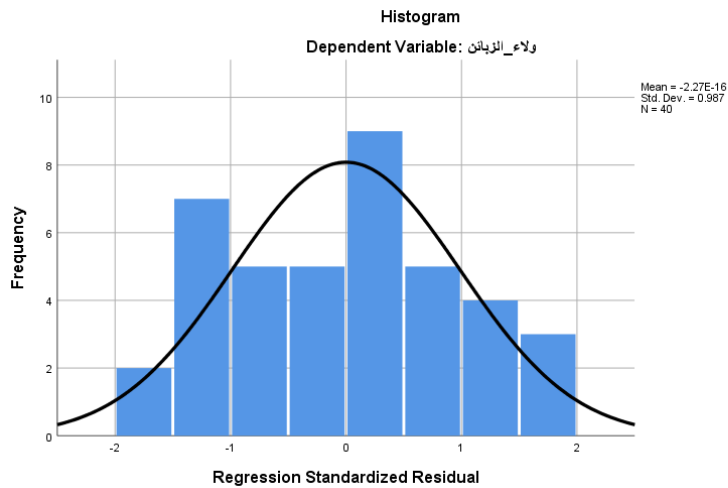
a. Dependent Variable: ولاء_الزبائن

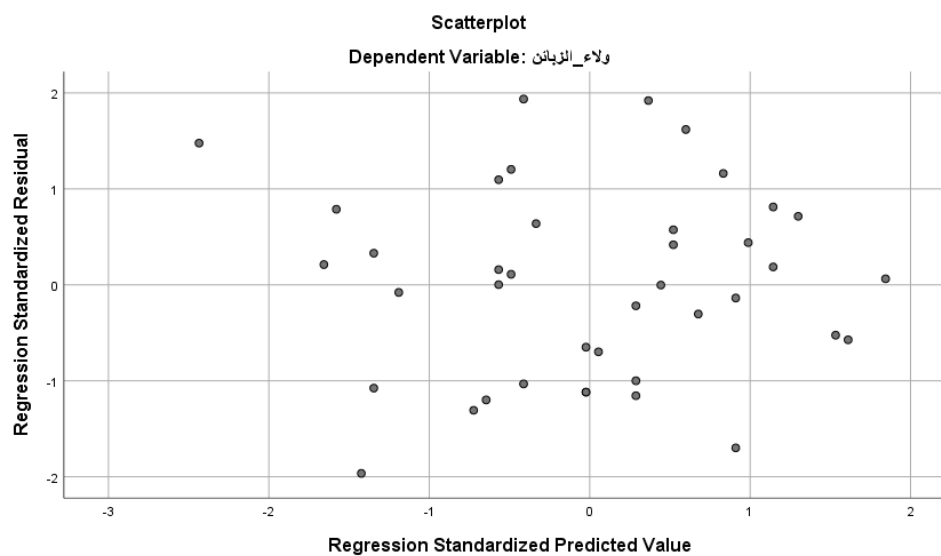
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8114	4.1228	3.5577	.30646	40
Residual	-.96749	.95330	.00000	.48595	40
Std. Predicted Value	-2.435	1.844	.000	1.000	40
Std. Residual	-1.965	1.936	.000	.987	40

a. Dependent Variable: customer loyalty

Charts





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