

The relationship between organizational climate and employee loyalty in the youth and sports directorate of Msila

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Abstract:

This research explores the connection between organizational climate and employee loyalty at the Youth and Sports Directorate of M'Sila.. Employing a descriptive research methodology, data were collected through a questionnaire administered to a random sample of 65 employees. The results reveal a strong positive correlation between organizational climate and employees' emotional loyalty. Additionally, a moderate positive correlation was observed between organizational climate and employees' continuous loyalty.

KEY WORDS: organizational climate; organizational loyalty; Directorate of Youth and Sports of M'sila.

المخلص: تهدف الدراسة إلى معرفة طبيعة العلاقة بين المناخ التنظيمي والولاء التنظيمي لدى الموظفين في مديرية الشباب والرياضة لولاية المسيلة، واعتمدنا على المنهج الوصفي، وزعنا الاستبيان على عينة مؤلفة من 65 موظف، واثبتت النتائج وجود علاقة طردية قوية بين المناخ التنظيمي والولاء العاطفي لدى الموظفين في مديرية الشباب والرياضة لولاية المسيلة، بالإضافة الى وجود علاقة طردية بدرجة متوسطة بين المناخ التنظيمي والولاء المستمر لدى الموظفين في مديرية الشباب والرياضة لولاية المسيلة.

الكلمات المفتاحية: المناخ التنظيمي؛ الولاء التنظيمي؛ مديرية الشباب والرياضة.

1-Introduction:

From a cultural perspective, an administrative organization functions as a social entity where humans are the primary components, embodying their culture through organizational behavior. This behavior, in turn, significantly influences the organization's effectiveness. Analyzing this aspect aids in understanding and interpreting human behavior within the organization and assesses its capacity for internal cohesion. This cohesion operates within a framework of collective rationalization concerning work methods, which addresses the challenges faced by its members and ultimately fosters a unique identity that distinguishes the organization from others. The administrative organization serves as a venue for socialization, ingraining values and standards that contribute to the individual's social and personal identity. It also nurtures a sense of belonging among workers. According to Philip Brno, a key aspect that cultivates group loyalty is an individual's access to the group's implicit knowledge. This knowledge implies that the worker has embraced the collective past, present, and envisioned future of the group they belong to. **(Youssef Jaghlouli, 2010, p. 28).**

In recent years, there has been an increasing emphasis on the organizational environment, which has given rise to the concept of organizational loyalty. This concept is particularly concerned with understanding and enhancing the behaviors within the organization that foster this sense of loyalty among employees. Those who exhibit a high degree of organizational loyalty are often viewed as more effective and efficient in terms of performance and output development. Organizational loyalty can be defined as the extent to which an employee is inclined and motivated to contribute to the organization beyond the duties stipulated in formal contractual arrangements.

This viewpoint emphasizes the importance of organizational leaders in fostering a collective capacity for action, with a primary focus on developing a robust organizational culture. Such a culture acts as a foundational aspect of organizational development, enabling the transition from a disparate group of independent individuals to a unified and collaborative community, aligned by common goals. This represents the ideal paradigm for interpersonal relations within any group. To achieve this transformation, it is crucial to integrate diverse individual mindsets into a collective work mentality. This strategy underscores the necessity for cultural change and organizational

growth, which are integral to the evolution of organizational culture. Adjustments in attitudes, thought processes, values, and behaviors of individuals are imperative to increase their organizational commitment. This commitment is a key measure of congruence between individuals and their organizations. Employees with strong commitment levels are typically more inclined to invest greater effort and dedication in their roles, continuously seeking to strengthen their connection and affiliation with the organization.

(Al-Makhlafi, 2001, p. 185).

In Algeria, the Ministry of Youth and Sports has been proactive in enhancing the sector's development by implementing various measures aimed at improving public service conditions. These efforts include revising employment parameters, establishing clear guidelines for end-of-service protocols, and evaluating appointment and promotion criteria, as well as training programs. The review of employees' rights and duties has been conducted to enhance the value of human resources and facilitate effective management. This involves increasing flexibility in regulations and updating personnel management frameworks to reflect the evolving role of the state.

A comprehensive legal framework has been revised for all categories of employees within sports departments, promoting efficiency by linking employee salaries to their qualifications and educational backgrounds. This approach recognizes seniority in the workplace as a legitimate factor in determining rank. While numerous explanations exist regarding organizational performance and effectiveness, they largely converge around several interrelated organizational factors that influence job performance to varying degrees. Despite the cognitive abilities and skills of employees, their potential goes unrealized in the absence of modern leadership. Effective leaders play a crucial role in inspiring and motivating their teams, fostering creativity and excellence in performance. They engage employees in the organization's vision, establish clear goals, share aspirations, and cultivate a sense of commitment toward achieving those goals.

Numerous studies have examined the organizational climate in sports management, notably a 2013 study by **Ali Zawi** titled "The Effectiveness of the Organizational Climate in the Development of Sports Institution Management." This research highlighted the vital role of organizational development networks in achieving the management goals of sports organizations. It focuses on enhancing performance at both individual and institutional levels through

scientific methodologies, theories, and behavioral concepts. These elements are crucial for diagnosing and resolving organizational challenges by analyzing its culture and employee dynamics. These initiatives promote a climate of transparency and genuine communication, focusing on enhancing management efficacy within sports organizations. The research highlighted the significance of recognizing the influence of organizational development networks on sports management and contended that organizational development is crucial for implementing effective management practices in this domain. Enhancing performance efficiency in sports organizations depends significantly on the adoption of administrative systems based on rigorous research, comprehensive analysis, and continuous development.

In the study by **Muhammad Amin Hosseini et al. (2020)** titled "The Relationship of the Organizational Climate with the Level of Administrative Creativity in Sports Bodies," the authors investigated the correlation between organizational climate and administrative creativity within sports clubs. The results demonstrated a positive association between these two variables, suggesting that an improved organizational climate contributes to enhanced administrative creativity among sports organization members. Consequently, the study recommends that sports management prioritize the development of organizational climate components as a crucial factor in promoting administrative creativity. Moreover, the research by Ali **Bulbadawi and Yahya Shalagam (2017)**, titled "Internal Communication Practices and their Relationship to Organizational Loyalty," focused on users of sports institutions in the Wilayat of Bouira. This study aimed to uncover the nature of the correlation between internal communication practices and organizational loyalty. The results confirmed a significant relationship between these two aspects among the users sampled. Furthermore, **Mohal Abdelmalek's (2021)** study, "The Impact of Organizational Justice on Job Loyalty among Workers in Algerian and Foreign Institutions," sought to identify the factors that contribute to the dimensions of organizational justice while examining the concepts and significance of job loyalty. This study revealed that organizational justice reflects employees' perceptions of work procedures and the fairness of outcomes, which can positively or negatively influence employee performance and organizational success. The main determinants of an employee's effort, performance, and satisfaction were found to be their perceptions of fairness or injustice within the workplace.

The focus of this study is encapsulated in the following **general research question:**

- What is the relationship between organizational climate and employee loyalty at the Directorate of Youth and Sports in Msila?

To further explore this inquiry, the following **sub-questions** are proposed:

- To what extent is there a relationship between organizational climate and the emotional loyalty of employees at the Directorate of Youth and Sports in Msila?

- How does organizational climate influence the continuous loyalty of employees at the Directorate of Youth and Sports in Msila?

1-2- Research Hypotheses: This study is grounded in several hypotheses, which are outlined as follows:

1-2-1- General Hypothesis: A significant correlation exists between organizational climate and overall employee loyalty at the Directorate of Youth and Sports in Msila.

1-2-2- Sub-Hypotheses:

- There a relationship between organizational climate and the emotional loyalty of employees at the Directorate of Youth and Sports in Msila.

- The organizational climate influence the continuous loyalty of employees at the Directorate of Youth and Sports in Msila.

1-3 General Objective of the Study:

This research aims to investigate the connection between organizational climate and employee loyalty within the Directorate of Youth and Sports in Msila. The study seeks to identify the specific attributes of the organizational climate that officials from the Algerian Ministry of Youth and Sports aspire to cultivate. Additionally, it will evaluate whether these efforts promote a cohesive work identity or inadvertently create subcultures that undermine organizational social cohesion.

1-4 Importance of the Theoretical and Applied Study

- This research holds considerable importance as it provides valuable insights into the internal dynamics of the Directorate of Youth and Sports. By identifying the strengths and weaknesses within this context, senior management can reinforce favorable aspects and rectify any shortcomings, thus minimizing adverse effects. This strategy is essential for equipping the institution to adapt and prosper in a constantly changing environment.

- The findings of this research will assist officials in creating a robust organizational environment conducive to enhancing organizational loyalty among employees. Furthermore, analyzing the organizational climate may enable management to structure work in a manner that aligns more closely with the interests and aspirations of employees, thereby significantly motivating them and increasing their efficiency and productivity.

- By examining employee behaviours and understanding their shared values and characteristics, we can gain insights into how they are influenced within the workplace. Additionally, this analysis may shed light on various issues and sources of conflict that exist between employees and management, providing guidance on the most effective and appropriate strategies for resolution.

1-5- Procedural definition of the concepts mentioned in the research:

1-5-1- Organizational Climate: the concept of organizational climate refers to the quality of an organization's internal environment. Employees develop perceptions of various organizational traits based on their interactions and experiences, which subsequently influence their behaviors. Within the Directorate of Youth and Sports of Msila, the organizational climate includes the distinct characteristics of the workplace that encourage employees to engage in particular behavioral patterns, ultimately affecting their performance and commitment to the organization. (Al-Salem, 1987).

1-5-2- Organizational Loyalty: organizational loyalty refers to the psychological bond an individual has with an organization, which is reflected in their intent to stay with the organization, adopt its values, and commit substantial effort toward its objectives (Jobar Khaled, 2016, p. 13). In a procedural sense, organizational loyalty is characterized by the employee's feeling of psychological affiliation with the Directorate of Youth and Sports, coupled with a continuous desire to maintain their position within the organization.

2- Methodological procedures of the study:

2-1- Exploratory study:

In June 2024, we carried out a survey at the headquarters of the Directorate of Youth and Sports in Obelisk State, having secured the necessary permissions for our field study. Our investigation was informed by access to pertinent documents and records that aided in our understanding of the study sample. The research team engaged

with a cohort of ten employees from the Directorate through office visits to discuss various aspects of the study.

The primary aims of this exploratory phase were to evaluate the relevance of the questionnaire items to our research topic, to delineate the characteristics and size of the study sample, and to ascertain the sampling method employed. Furthermore, we aimed to collect comprehensive information about the sample in order to establish a preliminary understanding of the research objectives.

2-2- Study Procedures

2-2-1- Areas of the study:

Spatial Field: The study was conducted in the Directorate of Youth and Sports in Msila.

Temporal Domain: Questionnaires were distributed from September 1 to September 20, 2024. The researcher conducted personal interviews to administer the questionnaires, ensuring participants understood the study's purpose. This method aimed to enhance the response rate by providing ample time for completion.

2-2-2- Population and Sample of the Study

The study population included 90 employees from the Directorate of Youth and Sports in Msila. A random sampling method was utilized, ensuring that each individual in the population had an equal opportunity to be selected for the sample. A total of 75 questionnaires were distributed, of which 70 were returned. Upon review, 5 of these forms were excluded due to incomplete responses. Therefore, the final sample for the research comprised 65 employees.

2-3- Materiel and Method:

2-3-1 Study Approach: We employed a descriptive relational approach, which is well-suited to our research topic.

2-3-2 Study Tools: Given the type of information and data we intend to collect, along with feedback from our preliminary survey, we identified the most appropriate tools for conducting this study:

A) Regulatory Climate Questionnaire:

This instrument is grounded in established research on organizational climate and focuses on key dimensions that the questionnaire intends to evaluate. We are currently in the process of collecting and refining the questionnaire items, drafting specific questions that align with each defined area of assessment. The preliminary version of the questionnaire has been created.

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To ensure its validity, the questionnaire was reviewed by a panel of five subject matter experts. Their insights were invaluable in enhancing the final version, which comprises 30 items measured on a five-point Likert scale ranging from "strongly agree" to "strongly disagree."

B. Organizational Loyalty Scale:

We utilized the LOCQ (Loyalty-Organizational Climate Questionnaire), developed by Mayer and Alan Smith. This measure has been adapted for the Algerian context by researcher Laila Sayeb in her 2010 master's thesis titled "Organizational Loyalty and its Relationship to Occupational Stress" in the field of psychology, organization, and labor. The scale provides five distinct markers for assessing organizational loyalty.

2-4- Validity and Reliability of the questionnaire:

2-4-1- Validity:

Regulatory Climate Questionnaire:

To assess the internal consistency of the questionnaire, correlation coefficients were computed between each item and the total score for each dimension, utilizing a sample of ten participants. The results, presented in **Table 01** for the Organizational Climate Questionnaire, revealed that all eight dimensions exhibited significant correlations with the overall scale score at a significance level of 0.05. The correlation coefficients ranged from 0.740 to 0.941, indicating a high degree of internal consistency. These findings suggest that all items and dimensions effectively achieve the intended objectives of the scale.

Table 01. Presents the correlation coefficients for each questionnaire item in relation to the total score derived from all items.

terms	Correlation coefficient	terms	Correlation coefficient
01	0.921	16	0.812
02	0.840	17	0.820
03	0.920	18	0.900
04	0.740	19	0.747
05	0.798	20	0.825
06	0.812	21	0.810
07	0.836	22	0.892
08	0.820	23	0.800
09	0.844	24	0.782
10	0.874	25	0.792
11	0.760	26	0.766

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12	0.941	27	0.841
13	0.790	28	0.770
14	0.792	29	0.824
15	0.758	30	0.850

Organizational Loyalty Scale:

The Organizational Loyalty Scale showed significant correlations across all dimensions with the overall scale score at a 0.05 significance level, as detailed in **Table 02**. Pearson correlation coefficients ranged from 0.726 to 0.901, indicating a strong relationship. These results suggest high internal consistency for the scale, confirming that all items and dimensions effectively serve their intended purpose.

Table 02. Present the correlation coefficients for each questionnaire item in relation to the total score derived from all items.

terms	Correlation coefficient	terms	Correlation coefficient
31	0.841	40	0.885
32	0.832	41	0.830
33	0.785	42	0.901
34	0.726	43	0.747
35	0.770	44	0.880
36	0.890	45	0.800
37	0.862	46	0.874
38	0.875	47	0.881
39	0.840	48	0.747

2-4-2- Reliability:

A reliability analysis was performed to assess the stability of the questionnaire. The Cronbach's alpha coefficient (α) was utilized to determine the reliability of the research instrument. The analysis was conducted using SPSS version 24. The results of the reliability assessment for the various components of the questionnaire are shown in **Table 3**. The elevated and statistically significant stability coefficients suggest that both the organizational climate questionnaire and the organizational loyalty scale demonstrate robust reliability, indicating that the results derived from these instruments are both stable and trustworthy.

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Table 03. Reliability coefficients for the Organizational Climate Questionnaire and Organizational Loyalty Measure.

Module	Cronbach alpha coefficient
Regulatory Climate Questionnaire	0.895
Organizational Loyalty Scale	0.878
Overall Questionnaire	0.889

3- Presentation and Analysis of Results:

3-1- Analysis of the First Hypothesis: There a relationship between organizational climate and the emotional loyalty of employees at the Directorate of Youth and Sports in Msila.

Table 04. Present the correlation between the organizational climate and emotional loyalty

Variable	Sample	Pearson correlation coefficient	Significance level
Organizational climate	65	0,740	0,05
The Emotional Loyalty			

Table 04 indicates a Pearson correlation coefficient of 0.740*, reflecting a strong positive relationship between organizational climate and employee emotional loyalty at the Directorate of Youth and Sports of Msila, significant at the 0.05 level. This finding supports the initial research hypothesis that a correlation exists between the two variables. The calculated coefficient signifies that a more favorable organizational climate correlates with increased emotional loyalty among employees.

The results suggest that an employee's sense of responsibility towards the organization enhances their commitment to stay, particularly when supported by organizational initiatives. This support encourages active participation in operational procedures, goal-setting, and policy formulation, fostering a moral commitment that dissuades employees from leaving. They feel a sense of duty to contribute to the organization's objectives and uphold professional ethics, which prioritize organizational loyalty (Abdul Razzaq, 1998, p. 394). The significant correlation observed can be attributed to employees' recognition of their legal and ethical obligations, which facilitates their ability to meet responsibilities while managing workplace demands.

3-2- Analysis of the second hypothesis: The organizational climate influence the continuous loyalty of employees at the Directorate of Youth and Sports in Msila.

Table 05. Present the correlation between the organizational climate and continuous loyalty.

Variable	Sample	Pearson correlation coefficient	Significance level
Organizational climate	65	0,570	0,05
The Emotional Loyalty			

In **Table 05**, the Pearson correlation coefficient indicating the relationship between organizational climate and employees' continuous loyalty is recorded at 0.585*, demonstrating statistical significance at the 0.05 level. This suggests a moderately positive correlation between the two variables, thereby providing support for the second research hypothesis, which posits that a relationship exists between organizational climate and employees' continuous loyalty within the Directorate of Youth and Sports of Msila.

Further analysis yielded a Pearson correlation coefficient of 0.570*, also reflecting a medium degree of positive relationship. These findings suggest that employees are inclined to remain with the Directorate, motivated to contribute to its success. A positive organizational climate appears to enhance continuous loyalty among employees, consistent with **Allen & Meyer's (1990)** observations linking continuous organizational commitment to the perceived advantages of staying with an organization versus the potential losses associated with leaving.

Individual commitment is influenced by several factors, including age and tenure, which serve as important indicators of motivation to remain employed. The observed medium correlation suggests that employees' commitment to the organization is fostered by its support for the workforce, encouraging participation and positive interaction in various aspects, including goal setting and policy formulation. This engagement is associated with higher morale and reflects the dedication of employees aligned with organizational objectives and public interest. Additionally, survey responses indicate that employees aspire to achieve noteworthy positions within the Directorate, further reinforcing their commitment to their roles.

3-3- Analysis of the general hypothesis: a significant correlation exists between organizational climate and overall employee loyalty at the Directorate of Youth and Sports in Msila.

Table 06. Present the correlation between the organizational climate and organizational loyalty

Variable	Sample	Pearson correlation coefficient	Significance level
Organizational climate	65	0,760	0,05
The Emotional Loyalty			

Table 06 shows a Pearson correlation coefficient of 0.760*, which is significant at the 0.05 level. This indicates a strong relationship between organizational climate and employee loyalty at the Directorate of Youth and Sports of Msila. This finding lends support to the primary research hypothesis that asserts a connection between these two variables.

The strong positive association suggests that a favorable organizational climate enhances employee loyalty. This influential relationship is attributed to a positive organizational climate within the Directorate, which is critical for fostering employee commitment. A strong organizational culture, widely embraced by employees, plays a key role in achieving management objectives. According to the theory of organizational interaction, culture is shaped by the interplay of administrative functions (planning, organization, leadership, and control) and organizational components (rules, procedures, laws, and technical structures). The cultural characteristics established by senior management significantly influence organizational performance and structure (Al-Dosari, 2007, p. 30).

Thus, an organizational climate that nurtures positive employee attitudes is essential for enhancing loyalty. Employees bring diverse needs and expectations into the workplace, and these factors shape their attitudes toward the organization, leading to either productive or counterproductive behaviors. Positive attitudes can result in increased commitment and cooperation, while negative attitudes may lead to disloyalty and disengagement. (Luzi, 1999, p120).

These findings support the research conducted by Khaled Mahmoud, Thabet Ihsan Ahmed, and Aladdin Abdel-Ilah (2012), which emphasized the significance of organizational culture among the members of sports clubs and federations.

4- Conclusion:

The analysis of the data presented in **Table 5** indicates a strong correlation between organizational climate and emotional loyalty. This finding suggests that a more favorable organizational climate is associated with an increased sense of responsibility among employees towards their employer at the Directorate of Youth and Sports. Employee responses indicate a commitment to adhering to labor regulations and laws, safeguarding the Directorate's assets, and honoring work deadlines, which they consider paramount in their roles. Furthermore, there is a collective willingness among employees to support their colleagues in achieving the Directorate's objectives, leading to the conclusion that the first hypothesis has been substantiated.

Table 6 reveals a moderately positive correlation between organizational climate and continuous loyalty. This implies that an improved organizational climate enhances employees' desire to remain with the Directorate of Youth and Sports. Employees report viewing their positions as a valuable career investment and express aspirations for advancing within the organization. Many indicate a preference for continuing their careers at the Directorate, even when presented with attractive alternative opportunities. This evidence leads us to conclude that the second hypothesis has also been validated.

Table 7 reveals a significant relationship between organizational climate and organizational loyalty within the Directorate of Youth and Sports in Msila. This indicates that a more positive organizational climate correlates with heightened employee loyalty. As a result, the primary hypothesis is affirmed. These results highlight the importance of organizational climate in shaping employee loyalty, reinforcing the need to foster a supportive work environment to enhance employee engagement and commitment.

4-1- Suggestions and recommendations:

- 1) It is imperative to highlight the significance of comprehending the values, beliefs, and prevailing trends that influence the selection of new employees. This approach aims to identify candidates who possess the ability to integrate smoothly into the existing organizational culture of the Directorate of Youth and Sports, and who can effectively navigate any changes within the workplace.
- 2) It is recommended to foster employee engagement in the decision-making processes as well as in the formulation of policies and strategic initiatives for the Ministry of Youth and Sports. This

involvement not only acknowledges the contributions of employees but also enhances their motivation and commitment to the overarching goals of the ministry.

3) The Ministry of Youth and Sports should consider fortifying its collaborations with the Ministry of Higher Education and Scientific Research, making use of the expertise available from scholars in sports management. Such partnerships can greatly augment the ministry's capacity for innovation and advancements within the field.

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