



Loyalty organizational

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Abstract:

Through this article, we aim to identify loyalty organizational loyalty, which is one of the important factors in any organization. It represents one of the moral work variables, in addition to being a moral motivator that stimulates and motivates workers to improve their performance level. Achieving or feeling job security, respect, appreciation, and job affiliation from the perspective of workers is a tool for advancement and gaining a position in the organizational ladder within the organization and an incentive for developing performance and achieving goals because it represents recognition and appreciation from the organization for their services and efforts. To achieve the goals of the article, we conducted a theoretical and analytical research.

Keywords: *Goals, Job, Job Affiliation, loyalty, Organization, Organization loyalty.*

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I. INTRODUCTION

Organizational loyalty is a one of the most important scientific topic by its originality. This topic is related to many new concepts and notions related to organizations, and any organization must make balance between its goals in order to ensure the persistence of successful work and its employees goals, this balance will be a reason to realize individual needs

The human resource is very important because it is one of the essential parts for the success and of business organizations and the efficient and effective conduct of its work, as human resources are an important factor to achieving competitiveness for thus administration must take into consideration this element in order to upgrade it and realize its fundamental needs to obtain the loyalty of the employee all this will reflect positively on its performance.

Organizational loyalty functions as a self-director for actors to reach and achieve goals and provide creativity to ensure the survival of the organization and to be able to compete and prosper, thus ensuring the trust of its beneficiaries, the latter is affected by many external and internal factors in the organization such as market conditions, selection opportunities, the work group, the interest of the actors, organizational context, the kind of leadership, according that, we will ask the following question: What are the main factors in Organizational loyalty?

1. Definition of loyalty

The word loyalty seems to be controversial; has been related in the past to power and war, and recently to society, environment, and moral values. Although loyalty has become one of the values that individuals are required to adhere to, it is related to many problems, including those related to the nature of loyalty, and whether it is innate or acquired.

1.1. Technical definition

Loyalty can be defined as a practical tendency to persist in an intrinsically valuable, where this involves a potentially costly commitment to secure or at the interests or well-being of the holders of that loyalty or at least not jeopardize the interests or well-being of those to whom that loyalty is owed. The attachment that we value in it is often also the attachment that we identify with the possessive pronoun (Kleinig, 2022, pp. 68-69)

Loyalty is generally viewed as involving special obligations to the individual or groups to which one owes allegiance and thus as a special virtue (as opposed to the virtue of honesty, for example, which must be practiced toward everyone. (Al-Ma'ani, 1996, p. 17)

1.1.1 Types of loyalty :

There are many kinds of loyalty, the most prominent are:

a. Individual loyalty: It is a personal loyalty, for your philosophy of life, for your culture: It is your loyalty to yourself, for example: Sports loyalty (to be loyal for sport club) and political loyalty (to be loyal for a political party).

b. Religious loyalty: It is your loyalty to the religion you embrace and believe in, and your religious loyalty progresses when you adhere to and apply the rules and principles of this religion correctly.

National loyalty: It is your loyalty to the country to which you belong, everyone is a citizen of a country, and has the nationality of this country, and your national loyalty increases when you are loyal to this good citizen, when you serve this country and sacrifice for it if necessary.

c. Professional Loyalty: It is the loyalty of members to their profession, and professional loyalty increases by adhering to the principles, values and ethics of the profession and practicing it correctly contributes to achieving the goals of this profession.

d. Customer loyalty: It is the republican loyalty to the organization and the customers are those to whom you provide goods or services.

Institutional or organizational loyalty: It is the worker's loyalty to the organization or institution in which he works, which is the topic of this current study. (Medhat Abu Al-Nasr, 2005, p. 56)

1.1.2 Loyalty in the organization

It is that coupling is effective between individuals and organizations, even if they get less in return. It can be demonstrated when individuals at work speak on behalf of a group and defend it against criticism. Frederick Reichheld defined in 1996, "Loyalty-based management is management that aims to provide the greatest possible value to employees and customers, and whose income is sufficient to meet the needs of employees and customers."

We can extract the basic components of the concept of loyalty:

- *Acceptance of the organization's goals and values.
- *Contributing positively to achieving the organization's goals.
- *A high level of loyalty to the organization.
- *A strong desire to stay and continue in the existing organization.
- *Loyalty and the desire to evaluate the organization positively (Heba, p. 102)

It is a different model than the previous one, and its direct goal is to create higher value, delivering it first to employees and customers, and then making profits, but what does value mean? Value for employees is the benefit they get from continuous work in their organization, and value for customers is the products, services and goods they buy or pay for, as long as this advantage is sufficient to meet the needs of employees and customers, the organization is on the right track. The performance of organizational failure is the loss and flight of employees, which is a serious phenomenon and evidence of a decline in the value or level of attention that the organization provides to these groups. Frederick believes that modern accounting is the real enemy of loyalty because it ignores the farthest and most important goals, here human resources are numbers like everyone else, and while it is impossible to control people, their loyalty scores can be obtained, and it will make people give you only the best possible rewards, Of course, there are many types of commitment: Continuous, normative, and emotional.

2. Types of commitments

There are three types of commitments:

a. Continuity commitment: It is an individual's power and persistent desire to survive and continue in the organization in which he or she works.

b. Normative commitment: The individual feels obligated to stay because of pressure from others such as colleagues and superiors.

c. Affective commitment: It is the compatibility of the individual's goals with the goals and values of the organization and wants to participate in achieving the goals.

We note that there are two trends in research on the topic of organizational loyalty:

The first trend: is the one of Herbert Simon and Chester Burnard, who emphasized the concept of organizational balance and this concept takes two basic forms: Production and participation, and in return, workers receive appropriate incentives.

The second trend is the psychological one, which believes that there is an effective attachment of individuals to the organization without taking into account the material factors and the gains that individuals can achieve as a result of their work in organizations, which is characterized by their good performance, low absenteeism and staying in the organization until retirement age. (Rawia, 2003)

3. Definition of organizational loyalty

At the end of the sixties and early seventies, the topic of organizational loyalty as a concept with its correct scientific and practical contexts was the focus of attention of specialists, parallel to the theoretical models that emerged at that time, where "Porter, STEERS and MOWDAY" are among the most prominent leaders of the school of directional loyalty, who defined organizational loyalty as a trend that refers to "the relative strength of an individual's unity with and integration into a particular organization" (PORTER RICHARD T. MOWDAY AND RICHARD M.STEERS, 1979p245).

During this period, "Porter and his colleagues Steers and Mowday" (Porter; Steers &Mowday 1979) added another definition of loyalty as "a relative concept determined by the employee's perception of his identity within the organization and the extent of his participation in the organization." He also presented three characteristics of employee loyalty to his organization, namely: Full acceptance of the values and principles of the organization, participation and belonging, as the stage in which Porter contributed to the study of organizational loyalty is the second stage that followed the side-bet theory of Becker.

Wiener (1982) defines organizational loyalty as "a feeling resulting from intervening normative pressures to act in a way that achieves the goals and interests of the organization.

Al-Rawashdeh defined it as "the harmony between the goals of the individual and the goals of the organization, the similarity between the individual's values and the values prevailing in the organization, the individual's interest in his work with great motivation to achieve the goals of the organization, the positive view of the organization, in addition to the individual's desire to stay in the organization and prefer it to others and his pride in belonging to it." (Rawia, 2003, p. 143).

Musa Al-Louzi defined it as "a state in which the individual represents the values and goals of the organization, and the individual wishes to maintain his membership in it to facilitate the achievement of his goals. (Al-Louzi, 2002).

Saad bin Abdullah Al-Kalabi defined it as "it is the employee's positive feeling towards his organization and the extent of his attachment to it and his desire to remain a member of it" and the meaning of loyalty came in the encyclopedia of psychology "as the individual's unity with his group and his belonging to it to have a sense of security, satisfaction, pride and pride in it" (Number, 2014).

Organizational loyalty is defined as: "an attitude about an individual's loyalty to the organization, which is an ongoing process through which employees in the organization express their interest and concern for the organization and its continued success and survival."

(Nouri Nouredine Doudou, Ezzedine Boukarbout, 2021).

Loyalty to the organization is also defined as "an individual's feelings and attitudes towards the organization in which he works and is related to the individual's acceptance of the organization's goals and values, his willingness to exert effort on its behalf, and his desire to remain a member." Loyalty may be considered as "the state of unity of the worker with the organization in which he works, with its goals and with his desire to maintain his membership in it." (Nouri Nouredine Doudou, Ezzedine Boucherbout, 2021).

Mary Sheldon defined organizational loyalty as "an individual's attitude towards the organization which, in turn, links the individual's self with the organization in which he or she works. " (Sheldon, 1971) Sheldon identified this tendency in two elements: The investment aspect, and social integration, which means the interaction and unity of the individual with the members of the organization :

-Affective loyalty•Continuance loyalty, normative loyalty.

Emotional loyalty is the employee's emotional attachment to the organization, continuous loyalty is more rational because it is linked to a set of elements of the assignment and benefits that the employee needs from the organization, and normative loyalty is the employee's sense of moral responsibility towards the organization (Hawariya, 2020).

Allen and Meyer (1997) also proposed another definition of organizational loyalty as "the strength of the bond between employees and the organization during their career that is related to the goals of the organization whether one or more goals are touched" (Jaros, 2007).

3.1 Types of organizational loyalty:

Sociologists state that organizational loyalty has three dimensions and types, as confirmed by Allen and Meyer, as follows (Al-Saqqaf, 2015).

3.1.1 Emotional Organizational Loyalty

It reflects the worker's relationship and cordial association with the organization in which he works. This is represented by the feelings and feelings of affection, loyalty and sincerity that the worker has for his organization, resulting in a feeling of low rates of absence and labor turnover and a high level of performance and achievement. It is affected by the extent to which the worker realizes the characteristics of his work, including independence, diversity in skills and abilities and the nature of his relationship with his superiors, subordinates and co-workers, and also represents worker behavior leading to a stronger sense of cohesion and cohesion of members and co-workers.

3.1.2 Continued loyalty

It reflects the extent of the worker's desire to continue working with the organization. It depends on the extent of the worker's satisfaction with the result of his continued presence in the organization. If the result is positive compared to other available opportunities, his natural decision is to continue working and giving and vice versa.

3.1.3 Normative moral loyalty

It is a commitment expressed by the individual's internal sense of the extent to which the values and principles he believes in are consistent with the values and principles of the

organization to which he belongs. The more harmonious and compatible these values and principles are between the worker and the organization, the greater this commitment by the worker towards his organization and continue to stay in it and adhere to its regulations and instructions and vice versa (Ben Dahou Soumia, Suhail Moghaddam, 2017, p. 107).

III. Results and discussion:

There are a number of factors that create and develop organizational loyalty, as Stezer says that in addition to specific aspirations and goals, individuals enter an organization with specific skills and expect, in return, to benefit from their skills. The process of developing organizational loyalty is a complex process, and the stages that this process goes through have been explained by many researchers, and we will try to prove it.

- Stages of organizational loyalty development from Buchanan's perspective; In Bruce Buchanan's research, eight organizations participated in the study. Five of them were local agencies affiliated with the federal government, located in Washington, D.C., and three were Fortune 500 industrial companies located in the northeastern United States. All of them are among the largest bureaucratic organizations in American society and were selected to represent such organizations. The research concerns the development of managers' loyalty to work organizations (Buchanan, 1974, p. 540) and shows that organizational loyalty goes through three successive stages, which are:

- Trial period: This period lasts from the date the individual starts work for one year, during which the employee undergoes training, preparation, and testing. Their primary focus is to secure their acceptance into the organization, adapt to their new work environment, align their attitudes with those of the organization, understand what is expected of them, and demonstrate their experience and skills in their performance. Bushnan (Nouri Nouraldin Dodo, Ezzedine Boukrabout, 2021) believes that the following experiences emerge during this stage:

- Work challenges.
- Conflicting loyalties.
- Role clarity.
- Emergence of a cohesive group.
- Awareness of expectations.
- Current group attitudes toward the organization.
- Feeling of shock.

- Work and achievement stage: This is the period following the experimental stage and lasts from two to four years after the experimental stage, during which the individual seeks to prove himself through his work and emphasize his concept of achievement. This stage is characterized by the following experiences (Buchanan, 1974, p. 541).

- Personal importance.
- Fear of incompetence.
- Clear loyalty to the organization and work.

- The stage of trust in the organization: This period begins after the fifth year of the individual's employment with the organization and continues thereafter, as the loyalty tendencies formed in the previous two stages are strengthened and the individual begins to consolidate their loyalty towards the institution in which they work. The bond becomes strong and tight, and the individual feels that they want to work tirelessly for the benefit of their institution, to elevate it and themselves, and their personal interests melt into the flames of love and loyalty for their organization. This period takes the individual from the formation stage to the maturity stage. The following figure illustrates the stages of development of job loyalty according to Bushnan (Al-Makhlafi, 2001).

- Stages of organizational loyalty development from Setzers' perspective: From Richard Setzers' perspective, there are three stages that an individual goes through in the development of their organizational loyalty. These stages are:

The first stage: the stage of joining the organization. This stage is called the selection stage, where the individual selects their organization, the organization selects its members, the individual's level of conviction in their choice of organization, and how the organization selects its employees.

Stage Two: Loyalty to the organization and determining its extent. In this stage, the individual decides how deeply they are connected to the organization, which is determined in light of:

- The extent to which the individual accepts the organization's goals.
- The extent to which the individual accepts being a member of the organization.
- The extent to which the individual is willing to work unusually hard to achieve the organization's overall goal.

Stage Three: Decision to participate or withdraw. An individual's level of loyalty is linked to the likelihood of staying with or leaving the organization. A high level of loyalty means a lower likelihood of withdrawing from the organization or repeated absences, and vice versa.

Steers believes that loyalty is influenced by the need for achievement, the group's attitudes toward the organization, education (inverse), organizational dependence, perceived personal importance of the organization, and mission identity.

Individuals come to organizations with specific needs, desires, skills, etc., and expect to find a work environment where they can utilize their abilities and have many of their basic needs met. When an organization provides such a vehicle (e.g., when it uses its employees effectively, is reliable, etc.), the likelihood of increased commitment appears to be enhanced. However, when an organization is unreliable, or when it fails to provide employees with challenging and meaningful tasks, levels of commitment tend to decline.

Furthermore, when employees have higher levels of education, it may be difficult for the organization to offer sufficient rewards (as perceived by the individual) to equalize the exchange. Consequently, more educated individuals (who also tend to be more cosmopolitan) will be less committed to the organization and perhaps more committed to their profession or trade. (Steers, 1977).

Stages of organizational loyalty development from the perspective of Moody and Porter: In their study, Moody and Porter express that the formation and development of organizational loyalty among employees in their organizations goes through three consecutive stages:

- Pre-employment stage: This stage is characterized by different levels of experience, inclinations, and aptitudes that qualify an individual to enter employment in the organization. These qualifications result from the individual's personal characteristics and expectations regarding the job, as well as their knowledge of other circumstances that govern their decision to accept the job.
- The start of work stage: This is when the individual gains experience related to their work, especially during their first months on the job, which plays an important role in developing their attitudes towards work, increasing their loyalty to it, and becoming a member of the organization.
- Consolidation stage: This stage is influenced by the individual's successive experiences that support their loyalty and social involvement. Their attitudes, values, and behavior patterns acquired through their interaction with the organization are consolidated during this stage. (Nouri Nouraldin Dodo, Ezzedine Boukrabout, 2021)

Stages of organizational loyalty development from O'Reilly's perspective:

O'Reilly points out that there are three stages of organizational loyalty:

- The first stage is compliance or loyalty: where the individual's loyalty is initially based on the benefits he receives from the organization and therefore he accepts the authority of others and complies with their requests.
- The second stage is conformity and similarity between the individual and the organization: where the individual accepts the authority of others to continue working in the organization because it satisfies their need for belonging and they are therefore proud of it.
- The third stage is adoption: where the individual considers the goals and values of the organization to be their own, and loyalty is the result of the alignment of goals and values. (Al-Otaibi, Saud Mohammed, and Al-Sawat, Talq Awad, 1997).

Stages of organizational loyalty development from the perspective of Dixon and colleagues: Dixon and his colleagues (Dixon & George B. Cunningham, 2010, p. 174) believe that the process of organizational loyalty, according to traditional theory, goes through successive stages, which are:

- Stage 1: The organization meets the needs of its employees.
- Stage 2: After the employees' needs are met, they become aware of the alternatives available to them and their relationship to the organization.
- Stage 3: Employees feel satisfied and develop positive attitudes toward the organization to which they belong.
- Stage 4: At this stage, individuals' loyalty to the organization increases.

Reasons for focusing on developing organizational loyalty: Management in advanced organizations aims to develop relationships between the organization and its employees and increase employee loyalty for several reasons (Al-Nasr, 2005):

- Ensuring the continuity of the organization's workforce, especially those with key skills and specializations.
- Developing the creative behavior of individuals to raise the level of the organizations to which they belong.
- Motivating employees to exert more effort and perform better in the organization.
- Developing the employee's sense of belonging to the organization, in order to motivate them to work in the organization and remain there.
- The burden of achieving the organization's goals ultimately falls on the employees, and through their efforts, creativity, and suggestions, this will contribute to achieving the organization's goals with maximum efficiency and effectiveness.
- Although achieving goals requires the availability of material resources, it is the leader who can direct them in the right direction and make the best use of them.
- Employees' sense of belonging and loyalty to the organization reduces the burden on managers in directing their subordinates, as individuals respond better to the manager's instructions, which builds trust and cordiality between managers and subordinates.
- The more loyal employees are to the organization, the more satisfied, stable, and secure they feel at work, which in turn has a positive impact on performance and productivity.

The importance of organizational loyalty to production lies in its ability to increase organizational efficiency. It is essential for effective teamwork and information utilization, and it reduces transaction costs within the organization.

However, we should add that the extent of efficiency gains expected from organizational loyalty depends on the engineering technology used. While organizational loyalty is necessary for some types of jobs, it is not very useful in other areas. For example, if the job does not require worker discretion and worker productivity can be easily measured, organizational loyalty is not necessary. In general, organizational loyalty is more important in less routine jobs. Thus, the need for organizational loyalty in a company depends on the engineering technology available. (Arai, 1995, p. 22).

IV. Conclusion:

In conclusion, it is clear that the concept of organizational loyalty refers to an employee's commitment and dedication to the overall goals, values, and success of the organization for which they work. It includes a sense of belonging and identification with the organization and a willingness to go above and beyond to contribute to its growth.

On the other hand, organizational loyalty focuses on the employee's attachment and commitment to a specific position or role within the organization. It involves loyalty to the tasks, responsibilities, and colleagues associated with the job, and a desire to excel and advance in that specific role.

Although all forms of loyalty are desirable in the workplace, they can sometimes conflict with each other. Organizational loyalty may require employees to adapt to changes, embrace new strategies, and support decisions that benefit the entire organization, even if it means

sacrificing personal preferences or interests related to their specific jobs .

Achieving organizational loyalty is crucial for both employees and organizations. Employees who feel a strong sense of organizational loyalty are more likely to be engaged, motivated, and committed to their work, leading to increased productivity and overall organizational success. At the same time, organizational loyalty can be enhanced by providing opportunities for personal development, recognition, and career advancement, which increases employee job satisfaction, retention, and loyalty.

In short, a healthy and successful work environment requires a synergistic relationship between different levels of the organizational structure to achieve organizational loyalty. Organizations should strive to create a culture that promotes all types of loyalty, recognizing and appreciating the contributions of employees to the entire organization, nurturing their growth and personal satisfaction within their specific roles, and establishing the idea of goal alignment, i.e., unifying individual and organizational goals. When the process of satisfying individuals' desires is embodied through the achievement of the organization's goals, loyalty in this case is at its highest level and organizational fears of the possibility of human resource turnover disappear, which increases the stability and strength of the organization and raises its competitiveness at the internal level as well as in global markets.

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