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Modern Trends of Agile Leadership Operational Practices as an Approach to Enhancing Organizational Loyalty

A Field Study at Top Gloves Medical Enterprise -Ain Temouchent-

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Abstract:

This study aims to investigate the impact of agile leadership operational practices on enhancing organizational loyalty at Top Gloves Medical Enterprise in Ain Temouchent, Algeria. The research focuses on five key dimensions: worksite organization, continuous improvement, standard work, multi-skills workers, and behavioral flexibility. The study followed a descriptive-analytical approach. Data were collected via a questionnaire distributed to a sample of employees, and analyzed using Pearson's correlation coefficient and simple linear regression. The results showed a statistically significant positive effect of agile leadership operational practices on organizational loyalty. The findings reveal that these practices go beyond improving operational efficiency and waste reduction; they play a vital role in fostering employees' sense of belonging, job satisfaction, and emotional attachment to the organization. The study recommends adopting agile practices as a comprehensive strategic philosophy rather than mere technical tools to build sustainable organizational loyalty.

Keywords: agile leadership, organizational loyalty, operational practices.

JEL Classification Codes: M12, M14, M54, D23

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Introduction:

In a global environment marked by digital transformation and uncertainty, traditional centralized leadership fails to sustain human capital. Agile leadership has emerged as a strategic philosophy that translates theoretical concepts into operational practices, such as workplace organization, standardized work, and continuous improvement. The core challenge for modern organizations lies in leveraging these agile tools,including multi-skilling and behavioral flexibility, not just as technical improvements, but as psychological drivers to foster deep organizational loyalty. This study aims to explore how these agile practices transform employees' attachment from mere job retention into an emotional and ethical bond with the organization's goals.

The stydy problem: The problem of the study lies in the increasing challenge facing contemporary organizations, namely the « decline in job engagement and the erosion of organizational loyalty » resulting from environmental pressures and sudden transformations. Despite the efforts of many leaders to adopt the concepts of « agility », preliminary observations indicate the existence of a gap between the adoption of the technical tools necessary for agile leadership and the psychological impact of these tools on employees' loyalty.Based on the above, this research seeks to shed light on the causal relationship between the operational practices of agile leadership and the levels of organizational loyalty. It aims to provide a scientific perspective that contributes to the simultaneous development of both human and organizational performance. This is achieved by addressing the following research problem: To what extent do the operational practices of agile leadership contribute to enhancing organizational loyalty at TOP GLOVES Medical Gloves Company in Ain Temouchent?

Research Hypotheses : To answer the various questions related to the research topic, the following hypotheses were formulated:

- There is a statistically significant relationship between agile leadership practices and enhancing organizational loyalty at the Medical Gloves Enterprise -Ain Temouchent-
- Agile leadership practices have a significant positive effect on enhancing organizational loyalty at TOP GLOVES Medical Gloves Company -Ain Temouchent-.

The importance of the Study : This study derives its importance from two main considerations:

First, it presents a new theoretical model that links "operational practices of agility" with "organizational loyalty". This linkage is relatively rare in

both Arabic and foreign literature, which has often focused on the abstract behavioral aspects of agile leadership.

Second, it provides decision-makers in the studied organization with clear mechanisms on how to use agile leadership tools (such as workplace organization and continuous improvement) not only to improve production but also as a means to enhance employee morale and ensure the retention of competencies.

Research Methodology : This study adopts the descriptive-analytical method, as it is well-suited to the nature of human and administrative studies. This approach consists of two complementary aspects :

The Descriptive method: It aims to describe the current reality of agile leadership practices and the level of organizational loyalty within the studied organization.

The Analytical method: It aims to test the research hypotheses and measure the effect of agile leadership on organizational loyalty using appropriate statistical methods.

Previous Studies :

Taylor Angela (2017) : An Examination of The Relationships Between agile Leadership Facors and Curriculum Reform in Higer Education, Colombia, Doctoral Dissertations, Capella University

This quantitative study investigates the relationship between agile leadership factors and curriculum reform within the higher education sector of the District of Columbia, Maryland, and Virginia. Utilizing the Leadership Density Inventory (LDI) instrument to track organizational evolution since 2005, the research focused on key constructs including technology adaptation, decision-making, teamwork, empowerment, and faculty collaboration. Although initial internal consistency measures were noted at lower levels, the final analysis identified optimal reliability across all six constructs with a Cronbach's alpha of at least 0.888. The findings demonstrated a statistically significant relationship at the 0.01 level, confirming that agile leadership factors are critical drivers in successfully implementing and sustaining curriculum reform within academic institutions.

Bayram, V., & Öztırak, M. (2023). A Study on the Impact of Agile Leadership and Innovative Behaviors on Psychological Empowerment. Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi, 24(4).

This study investigates the influence of agile leadership and innovative behaviors on psychological empowerment within the Turkish information and communication sector. Utilizing a sample of 410 professionals and analyzing data through Pearson correlation and regression techniques in SPSS 21.0, the research found that agile leadership significantly drives overall psychological empowerment, particularly within the dimensions of competence, autonomy, and impact. Interestingly, the results indicated no significant effect on the "meaning" dimension. The study concludes that cultivating agile leadership and fostering innovative behaviors are critical strategic actions for organizations aiming to enhance employee empowerment and ensure long-term business success.

S. Porkodi (2024), The effectiveness of agile leadership in practice: A comprehensive meta-analysis of empirical studies on organizational outcomes, Journal of Entrepreneurship, Management and Innovation, Volume 20 Issue 2.

This meta-analytic review explored the growing significance of agile leadership in response to the COVID-19 pandemic and digital transformation, focusing on its impact across multiple organizational outcomes. By synthesizing global research, the study demonstrated that agile leadership possesses a robust correlation with key performance indicators, particularly interpersonal trust and organizational performance. The findings highlight that while agile leadership significantly boosts employee-related outcomes and career success, its most profound impact is observed in operational efficiency and innovation management. Ultimately, the study concludes that characteristics such as digital innovation, competency, and result orientation are essential drivers for enhancing team collaboration and overall organizational growth.

Muhammad Taufik Mardian, (2024), Determinant of Agile Leadership: A Systematic Literature Review" in Brawijaya International Conference on Business Administration, Taxation, and Tourism, KnE Social Sciences.

This study utilizes a systematic literature review to investigate the determinants of agile leadership and their subsequent impact on organizational success. The research identifies organizational culture and structure as the primary drivers of institutional functioning, noting that a supportive culture establishes the necessary behavioral norms to boost employee morale and engagement. Furthermore, the findings emphasize that an agile organizational structure, when aligned with evolving business requirements and market trends, significantly enhances team productivity and adaptability. The study concludes that by integrating

innovation and creativity into their strategic goals, organizations can achieve continuous improvement and maintain a competitive advantage in a rapidly changing environment.

General Commentary on Previous Studies and the Research Gap : While previous literature has extensively explored the behavioral traits of agile leadership—such as humility and trust—there is a significant scarcity of research addressing its tangible operational dimensions (standardized work and workplace organization). The current research gap lies in the lack of studies linking these field-based agile practices to sustainable organizational loyalty. Unlike earlier studies that focused on immediate outcomes like job satisfaction or performance, this research addresses the need for a "defensive barrier" in a competitive labor market. It investigates how operational agility, including continuous improvement and multi-skilling, can transform employee attachment into a long-term strategic bond that ensures organizational sustainability.

Firstly.Theoretical Framework of the Study

1. Theoretical Framework of Agile Leadership

1.1.The Concept of Agile Leadership

Definition by Joiner and Josephs : « it is The leadership ability that enables a leader to take effective and wise actions under specific conditions characterized by increasing complexity, rapid change, and uncertainty. It is a skill that requires the development of the leader's mental and emotional capabilities. » (Joiner, 2007, p. 06)

Definition by Sharon Parker : « it is a leadership style characterized by proactivity, the ability to adapt to emergency situations, and the generation of positive energy among subordinates, enabling them to deal with continuous changes in the work environment with a high degree of flexibility. » (Parker, 2017, p. 142)

Definition by Bill Anderson : « it is the process through which work teams are empowered by distributing authority, whereby the leader's role shifts from control and supervision to that of a facilitator and guide, with the aim of accelerating the pace of response to customer requirements. » (Anderson, 2015, p. 88)

Based on the concepts presented by the leading references, we formulate a comprehensive definition that integrates both the philosophical and procedural dimensions of agile leadership. Accordingly, agile leadership can be defined as: a dynamic management style that replaces bureaucracy and centralized control with mental

flexibility and team empowerment. By fostering autonomy and trust, it creates a motivating environment capable of converting environmental challenges into competitive advantages. Ultimately, this approach goes beyond operational efficiency to strengthen the emotional and professional bonds between employees and their organization.

1.2. Dimensions of Agile Leadership :

Through reviewing a wide range of studies, the researchers observed that most studies agree on the following dimensions: (Jassim, 2016, pp. 1-25)

Worksitee Organization : it aims to organize work areas effectively in a way that maintains workflow smoothness. This is achieved through the management's adoption of a clear methodology for organizing the workplace and equipment, arranging files in a manner that facilitates easy access, while maintaining cleanliness of the place, equipment, and offices. The ultimate goal is to ensure effective and safe performance of tasks.

Continuous Improvement : it refers to the introduction of gradual and ongoing improvements to products, services, and processes, with the aim of reducing costs, minimizing waste and resource losses, and increasing productivity rates. The behaviors associated with this dimension include the management's endeavor to diagnose the root causes of problems to achieve continuous improvement, identifying employees' skills, relying on performance results as a basis for improvement, disseminating a culture of improvement among individuals, and adopting innovative programs and methodologies to strengthen continuous improvement.

Standardized Work : it is the fundamental pillar for continuous improvement and the achievement of success. It works to standardize procedures in order to ensure beneficiary satisfaction. Its associated behaviors include adopting standards to prevent the recurrence of quality problems, completing work within the standard time to avoid delays, establishing standard criteria to facilitate employee performance, and organizing procedures to prevent waste and reduce excessive or unnecessary steps.

Multi-Skilled Workforce : This is a training approach aimed at qualifying employees to handle multiple tasks within the organization. It refers to individuals who possess multiple learned, specialized, and well-trained skills that enable them to analyze the current reality, solve problems, and continuously improve performance.

Behavioral Flexibility : Many researchers indicate that flexibility is a fundamental condition for an organization to achieve agile leadership. It is primarily embodied in the ability to proactively anticipate future and sudden changes and to mitigate their impact on the organization's ability to achieve its objectives.

2. Theoretical Framework of Organizational Loyalty

2.1. The Concept of Organizational Loyalty

Organizational loyalty is considered one of the most prominent concepts that have received considerable attention from researchers in the fields of management science and organizational psychology. The most important academic definitions of this concept are presented below:

Meyer and Allen define organizational loyalty as: « A psychological state that binds the employee to the organization and makes it less likely that he will leave it voluntarily. It consists of three dimensions: affective (desire), continuance (need), and normative (ethical obligation). » (Meyer, 1991, p. 67)

Mowday, Porter, and Steers argue that: « Organizational loyalty is a force that unites the individual with the organization and is manifested in three factors: a strong belief in and acceptance of the organization's goals and values, the desire to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. » (Mowday, 2013, p. 27)

Richard Hall considers that: « Organizational loyalty is the state in which the individual's goals become aligned with the organization's goals, such that the organization's interest becomes the primary driver of the employee's behavior, accompanied by a full readiness to defend its reputation and mental image. » (Hall, 1996, p. 112)

2.2. Dimensions of Organizational Loyalty :

The three-component model developed by Meyer and Allen is considered the most widely accepted framework in management literature for explaining the nature of the relationship between the employee and the organization. These dimensions are as follows: (Meyer, J. P., & Allen, N. J., 1991, p. 67)

Affective Loyalty (Emotional Attachment): This dimension reflects the extent of the employee's emotional attachment to the organization. An employee with strong affective loyalty continues to work not out of necessity, but because he or she internalizes the organization's goals and values as part of their personal identity. This is manifested in a strong

desire to exert extra effort beyond the formal job description, making such employees the primary drivers of outstanding performance and innovation within the work environment.

Continuance Loyalty (Economic Loyalty): This dimension is associated with cost-benefit calculations related to the decision to stay or leave the organization. Loyalty here stems from the employee's awareness of the material and social losses they would incur if they left the organization, such as losing pension benefits, seniority, or facing difficulty in obtaining a comparable job elsewhere. In this case, the organizational bond is based on « need » to avoid loss rather than emotional desire.

Normative Loyalty (Ethical Loyalty): This dimension represents the employee's sense of moral obligation or ethical duty toward the organization. This feeling is formed as a result of normative pressures or a sense of indebtedness to the organization, especially when it has invested in their development and training or supported them during personal crises. Therefore, the employee views remaining in the organization as « the right and fair thing to do », as a form of reciprocity and fulfillment of unwritten obligations.

3. The Relationship Between Agile Leadership and Enhancing Organizational Loyalty: Mechanisms and Impact

The relationship between agile leadership and organizational loyalty goes far beyond mere « good management ». It extends to reshaping the psychological contract between the employee and the organization. Agile leadership acts as a catalyst for loyalty through three main mechanisms:

Mechanism of Psychological Empowerment and Trust Building: Agile leadership relies on « empowerment » rather than « command and control ». When an agile leader grants employees autonomy in decision-making, it sends a clear message of trust, which in turn nourishes affective loyalty. For example, Spotify adopts the system of « autonomous squads ». Leaders in the company do not interfere in how the work is executed; they only define the mission. This approach has led to a significant reduction in employee turnover rates and a marked increase in employees' sense of ownership toward the company's success. (Rigby, 2016, p. 48)

Mechanism of Responsiveness and Emotional Connection: In agile environments, the leader continuously listens to employees' feedback. The feeling that « the employee's voice is heard and has an impact » fosters normative loyalty, that is, the sense of ethical obligation to

reciprocate to the organization that values their opinion. In this context, a Gallup study indicates that employees who receive agile and continuous feedback from their leaders are 3.6 times more likely to feel engaged and loyal to their organizations compared to those who receive feedback only on an annual basis. (Gallup, 2022, p. 115)

Mechanism of Organizational Support and Professional Growth: Agile leadership focuses on the leader as a coach. This continuous support for developing employees' skills raises the psychological and professional cost of leaving the organization, thereby enhancing continuance loyalty. For example, Google applies the agile leadership model in its Project Oxygen, which demonstrated that leaders who practice coaching rather than micromanagement lead teams that record the highest levels of loyalty and productivity. (Bock, 2015, p. 192)

Secondly. Field Study:

1. Research Methodology Framework

1.1. Research Method

The study adopted the descriptive and analytical method, which is appropriate for examining the current state of applying agile leadership practices in the researched organization.

1.2. Population of the Study

The population of the study consists of all employees working at TOP GLOVES Medical Gloves Company in Ain Temouchent.

1.3. Sample of the Study

To conduct the study, a questionnaire was distributed to a randomly selected and unbiased group of individuals from the study population. The sample consisted of 120 employees. Out of these, 88 complete and valid questionnaires were retrieved and used for statistical analysis.

1.4. Tools Used in the Study:

A research questionnaire was developed based on the theoretical framework, containing three main sections:

First Section: This section includes the respondents' personal and demographic information.

Second Section: This section consists of two main axes:

First Axis: Statements related to agile leadership practices

Second Axis: Statements related to organizational loyalty.

1.5. Validity and Reliability of the Study Instrument:

- **Internal Consistency of the Study Instrument:** To verify the internal consistency validity of the questionnaire items, Pearson correlation coefficients were calculated for each item within its respective axis at a significance level of 5%.

Table (01): Internal Consistency of the Study Instrument

Dimension	Number of Items	Pearson Correlation Mean	(Sig)
Organization of the Worksite	06	0.817**	0.000
Continuous Improvement	06	0.627**	0.000
Standardized Work	06	0.612**	0.000
Multi-skilled Workers	06	0.843**	0.000
Work Flexibility	06	0.765**	0.000
Organizational loyalty	16	0.714**	0.000

Source: Prepared by the researchers based on SPSS V22 output

It is evident from the table above that all Pearson correlation coefficients for the questionnaire axes demonstrate internal consistency. The correlation coefficient for each dimension of the first axis is statistically significant, as is the second axis. The Sig values for the Pearson correlation coefficients computed for each dimension are all below the significance level of 0.05. Therefore, the study instrument is valid and reliable for measuring the intended constructs.

- **Stability of the research instrument:** In order to measure the stability of the research instrument, Alpha Cronbach's:

Table (02): Alpha Cronbach's coefficient

Variants	Alpha Cronbach's
All Questionnaire Statements	0.939

Source: Prepared by the researchers based on SPSS V22 output

From the table, it is observed that Cronbach’s alpha coefficient is estimated at 0.939, which is greater than 0.6. This indicates that the measurement instrument demonstrates very high reliability concerning the study sample. This is a good value and can be accepted for analytical purposes, as it exceeds the minimum threshold typically used in such studies.

2. Presentation and Analysis of Study Results:

2.1. Measuring the Level of the agile leadership Variable:

Using SPSS software, we were able to calculate the arithmetic means and standard deviations for the first axis, as shown in the following table:

Table (03): Mean and Standard Deviation Values of the Agile leadership Axis Dimensions

	Dimensions	Mean	Standard Deviation	Rating
	Organization of the Worksite	**3.69**	**.0717**	**Agree**
01	The institution is keen on the necessity of organizing work files to facilitate easy access when needed	3.95	0.623	Agree
02	The institution uses a clear and effective method to organize the workplace and ensure smooth workflow	3.90	0.743	Agree
03	Management encourages employees to practice self-discipline in order to maintain an organized workplace.	4.11	0.596	Agree
04	Management pays attention to maintaining the cleanliness of the workplace, and offices to make them conducive to effective performance	4.01	0.703	Agree
05	Management implements preventive measures to prevent work-related problems caused by disorder.	2.59	0.967	Disagree
06	Workstations are arranged according to the flow of transactions, helping to complete tasks with minimal effort	3.57	1.059	Agree
	Continuous Improvement	**3.734**	**.0834**	**Agree**
07	The institution implements continuous improvements to its products	3.76	0.844	Agree
08	The institution fosters a culture of waste reduction and continuous improvement and motivates employees to adopt it.	3.83	0.761	Agree
09	The institution offers training programs to employees to enhance their skills.	3.85	1.012	Agree
10	Management provides the necessary resources to ensure the success of continuous improvement plans.	3.69	0.793	Agree
11	Management focuses on identifying the root causes of problems and solving them in a creative manner.	3.97	0.780	Agree
12	Management encourages employees to demonstrate creativity and innovation.	3.307	0.951	Neutral
	Standardized Work	**3,642**	**.0849**	**Agree**

13	Management sets standard procedures for every process to make it easier for employees to perform their work.	3.51	0.947	Agree
14	The institution adopts standards for operational procedures, thereby reducing product quality issues.	3.58	0.931	Agree
15	Operational procedures ensure that tasks are completed within the standard time frame to prevent work delays	3.73	0.906	Agree
16	The institution uses a computerized system to ensure tasks are completed on time	3.73	0.840	Agree
17	Management provides a standardized operations manual that precisely describes the steps required to perform administrative tasks.	3.77	0.769	Agree
18	Management strives to reduce the time needed for job tasks to ensure faster product delivery.	3.53	0.830	Agree
	Multi-skilled Workers	**3,695**	**.0731**	**Agree**
19	The institution employs multi-skilled workers who are capable of performing different tasks.	3.83	0.776	Agree
20	Management trains employees to handle operations during the absence of any staff member.	3.85	.0665	Agree
21	The institution strives to diversify and enhance employees' skills	3.84	0.801	Agree
22	The institution aims to develop employees' skills through job rotation	3.65	0.831	Agree
23	Management encourages teamwork to exchange expertise.	3.59	.0667	Agree
24	Management ensures a supportive work environment that enables successful job rotation for employees.	3.41	1.068	Agree
	Work Flexibility	**3,538**	**0.736**	**Agree**
25	The leader treats all employees justly and without discrimination.	3.22	.1089	Agree
26	Management encourages employees to act with flexibility according to the situations they encounter.	3.45	1.027	Agree
27	The leader listens to employees' opinions about change	3.51	.0697	Agree

28	The leader seeks to adapt effectively to new events and unexpected developments	3.70	0.860	Agree
29	The leader possesses the ability to influence the behavior of employees.	3.90	.0685	Agree
30	Work methods are adjusted according to creative ideas to raise productivity.	3.45	1.005	Agree
TOTAL		**3.641**	**0.794**	**Agree**

Source: Prepared by the researchers based on SPSS V22 output**.**

Organization of the Worksite: it achieved an overall mean of 3.69, indicating a general state of agreement among the respondents regarding the organization's commitment to a structured environment. The highest level of consensus was observed in the third statement, which pertains to management encouraging self-discipline to maintain workplace organization (Mean: 4.11). This suggests that the organizational culture successfully shifts the responsibility of orderliness from formal supervision to the employees themselves, fostering a sense of ownership. Conversely, the fifth statement, regarding the implementation of preventive measures against disorder-related problems, received the lowest score (Mean: 2.59). This "Disagree" rating highlights a significant gap in proactive management, suggesting that while the workplace is currently organized, the institution lacks the systematic protocols necessary to prevent chaos before it occurs.

Continuous Improvement: it recorded the highest overall mean among all study variables (3.734), reflecting a strong leaning toward an "Agile" mindset. The most prominent practice in this dimension was found in the eleventh statement, which focuses on identifying root causes and creative problem-solving (Mean: 3.97). This indicates that the leadership avoids superficial fixes and instead invests in sustainable, long-term solutions. However, the twelfth statement, concerning the encouragement of creativity and innovation, received the lowest mean of 3.307 (Neutral). This implies that while the institution is highly efficient at fixing existing processes, it has yet to reach a stage where it actively inspires employees to generate entirely new ideas or disruptive innovations.

Standardized Work: With an overall mean of 3.642,it shows that respondents generally agree that their tasks follow a structured and predictable framework. The seventeenth statement, which discusses the provision of a standardized operations manual, earned the highest mean (3.77). This underscores the institution's success in reducing role ambiguity by providing clear, written references for administrative tasks.

On the other hand, the thirteenth statement, regarding the setting of standard procedures for every single process, received the lowest mean of 3.51. While still in the "Agree" range, this lower score suggests that some specialized or complex processes may still lack the necessary standardization, leading to occasional reliance on individual judgment rather than organizational protocol.

Multi-skilled Workers: it achieved a solid mean of 3.695, confirming that the workforce is perceived as versatile and adaptable. The highest-rated item was the twentieth statement, which addresses training employees to handle operations during the absence of colleagues (Mean: 3.85). This reflects a high level of functional flexibility, ensuring that workflow remains uninterrupted despite personnel changes. Conversely, the twenty-fourth statement, relating to the provision of a supportive environment for successful job rotation, received the lowest mean of 3.41. This indicates that while employees are being trained in multiple skills, the administrative or environmental support required to make job rotation seamless and frequent is still developing.

Work Flexibility: it recorded the lowest overall mean among the dimensions at 3.538, though it remains within the "Agree" category. The twenty-ninth statement, highlighting the leader's ability to influence employee behavior, stood out with the highest mean of 3.90. This indicates that the leaders possess strong charismatic or transformational qualities that facilitate change. However, the twenty-fifth statement, concerning the leader’s just and non-discriminatory treatment of all employees, received the lowest score (Mean: 3.22). This relatively low score is a critical finding, as it suggests that perceived social or professional inequity might be hindering the full potential of flexible work practices and could negatively impact overall organizational loyalty.

Overall Analysis of the Agile leadership Axis: The statistical analysis shows that Agile Leadership achieved an overall mean of 3.641, indicating a general "Agreement" among employees regarding its implementation. This score reflects the organization’s successful transition from rigid hierarchies to more adaptive frameworks, effectively integrating modern management practices into its daily operations.

2.2. Measuring the Level of the organizational loyalty

Table (04): Mean and Standard Deviation Values for the Organizational Loyalty

N°	Statements	Mean	Standard Deviation	Rating
01	I feel a strong sense of belonging to Top Glove institution.	3.82	0.781	Agree
02	This institution deserves my loyalty and commitment.	3.82	0.781	Agree
03	My institution offers many unique benefits not found in others	3.59	0.955	Agree
04	I adopt my institution's culture and values and commit to defending them	3.58	0.813	Agree
05	I feel proud when I speak about the organization I work for.	3.67	0.798	Agree
06	I am willing to exert extra effort to support the institution's success.	3.72	0.909	Agree
07	I am willing to do any task to continue working at Top Gloves	3.28	0.883	Agree
08	I will not leave Top Glove even if offered a higher salary elsewhere	3.15	.1064	Agree
09	I care a lot about the institution's reputation and its future.	3.82	0.720	Agree
10	I treat the institution's problems as my personal problems	3.26	1.099	Agree
11	I seek to reach higher managerial positions through my work	3.84	0.856	Agree
12	My institution provides job stability and security, and I do not plan to leave my job in the future	3.45	1.071	Agree
13	The institution has greatly contributed to the development of my career.	3.49	1.165	Agree
14	I would be very happy to spend the rest of my career at Top Glove.	3.44	1.143	Agree
15	If I leave this institution, it would disrupt my life significantly.	3.05	.1031	Agree
16	This institution is one of the best organizations I can work for.	3.65	0.959	Agree
TOTAL		**3,579**	**.0845**	**Agree**

Source: Prepared by the researchers based on SPSS V22 output**.**

The organizational loyalty analysis for Top Gloves -Ain Temouchent- reveals a positive psychological bond among staff, evidenced by an overall mean score of 3.579. The data highlights a strong sense of "Career Commitment," as the highest score of 3.84 reflects a clear ambition among

employees to advance internally, supported by a sense of belonging and reputation (scoring 3.82). Notably, this loyalty is predominantly "Affective" rather than "Continuance"; while employees are dedicated, the lower scores on the 15th statement (3.05) and the 8th statement (3.15) suggest they stay because of emotional attachment and growth prospects rather than a perceived inability to function outside the organization.

2.3. Hypothesis Testing and Discussion of Results

A- Testing the First Hypothesis:

H0: There is no statistically significant relationship between agile leadership practices and enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant relationship between agile leadership practices and enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

To verify the validity of this hypothesis, Pearson's correlation coefficient was calculated between the scores of agile leadership dimensions and the organizational loyalty among the study sample.

Table (05): Pearson Correlation Results between Agile leadership practices and organizational loyalty

Agile leadership Dimensions	Organization of the Worksite	Continuous Improvement	Standardized Work	Multi-skilled Workers	Work Flexibility	Overall agile leadership
Organisational loyalty	**0.267****	**0.412****	**0. 496****	**0. 691****	**0. 507****	**0. 628****
p-value	0.000	0.000	0.000	0.000	0.000	0.000
N	06	06	06	06	06	16

Source: Prepared by the researchers based on SPSS V22 output.

When examining the individual dimensions of Agile Leadership, we observe varying degrees of influence on Organizational Loyalty:

- **Multi-skilled Workers** (r = 0.691): This dimension has the strongest correlation with loyalty. This suggests that when the institution invests in diversifying employee skills and cross-training, it significantly enhances the employees' sense of value and their psychological attachment to the organization.
- **Work Flexibility** (r = 0.507) and **Standardized Work** (r = 0.496): Both dimensions show a moderate to strong positive correlation. This indicates that providing a flexible environment while maintaining clear, standardized procedures creates a balanced workplace that fosters stability and loyalty.

- **Continuous Improvement** (r = 0.412): This shows a moderate positive relationship, suggesting that involving employees in the evolution of products and processes contributes steadily to their organizational commitment.
- **Organization of the Worksite** (r = 0.267): While still statistically significant ($p < 0.05$), this dimension shows the weakest correlation compared to the others. This implies that while a clean and organized workplace is appreciated, it is a "hygiene factor" that has less impact on deep emotional loyalty than skill development or leadership flexibility.

The statistical analysis reveals a strong, positive, and statistically significant correlation between overall Agile Leadership and Organizational Loyalty, (r = 0.628 at a significance level of p = 0.000). This result confirms that as the implementation of Agile Leadership practices increases, the level of Organizational Loyalty among employees significantly improves. These findings confirm the validity of the first hypothesis, which leads us to accept it**: "There is a strong positive correlation between agile leadership practices and organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent –".**

B- Testing the Validity of the Second Hypothesis:

H0: There is no statistically significant effect of agile leadership practices on enhancing organizational leadership at the Medical Gloves Enterprise – Ain Temouchent –, at a 5% significance level.

H1: There is a statistically significant effect of agile leadership practices on enhancing organizational leadership at the Medical Gloves Enterprise – Ain Temouchent –, at a 5% significance level.

The following table shows the type of correlational relationship between agile leadership and organizational loyalty:

Table (06): Linear Correlation

Model	Correlation Coefficient (R)	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0. 628a	0. 395	0. 388	0. 42709

a. Predictors: (Constant), Independent variable – agile leadership
b. Dependent variable: organizational loyalty
Source: Prepared by the researchers based on SPSS V22 output.

From Table (06), it is noted that the linear correlation coefficient between agile leadership and organizational loyalty shows positive levels, with a total correlation coefficient of 0. 628 at a significance level of 0.05. This positive value confirms the important role of agile leadership on organizational loyalty. The R-squared value is 0. 395, indicating that

39.5% of the variation in organizational loyalty is explained by the dimensions of agile leadership, while the remaining 60.5% is attributed to other factors or random effects.

Table (07):Results of Simple Linear Regression Coefficients: The Effect of Agile Leadership Practices on Organizational Loyalty

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	0.645	0.395		1.633	0.106
	Independent variable agile leadership practices	0.802	0.107	0.628	7.487	0.000

a. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the T-value reached 7.487, while the significance level was 0.000, which is less than the significance level of 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates that**:** there is a statistically significant effect of agile leadership practices on organizational loyalty at the Medical Gloves Enterprise -Ain Temouchent.

From the previous table, we also observe the following:

- The intercept of the regression line is 0.645, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.802, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 7.487, and for the intercept it is 1.633.
- We also note that the sign of the Beta coefficient is positive, indicating a direct (positive) relationship between agile leadership practices and organizational loyalty. This means that as the effectiveness of agile leadership practices increases, organizational loyalty increases in the studied institution. Accordingly, the regression line equation becomes:

Y=0.645+0.802X

(where X is agile leadership and Y is organizational loyalty)

C- Testing the Validity of the First Sub-Hypothesis:

H0: There is no statistically significant effect of worksite organization practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant effect of worksite organization practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

Table (08): Results of Simple Linear Regression Coefficients: The Effect of worksite organization practice on Organizational Loyalty

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	**(Constant)**	2.291	0.504		4.545	0.000
	Independent variable - worksite organization-	0.349	0.136	0.267	2.572	0.012

1. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the T-value reached 2.572, while the significance level was 0.012, which is less than the 0.05 significance level. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates that there is a statistically significant effect of workplace organization practices on organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent.

From the previous table, we also observe the following:

- The intercept of the regression line is 2.291, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.349, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 2.572, and for the intercept it is 4.545.
- We also note that the sign of the Beta coefficient is positive, indicating a direct positive relationship between workplace organization practices and organizational loyalty. This means that as the effectiveness of worksite organization practices increases, organizational loyalty increases in the studied institution. Accordingly, the regression line equation becomes:

Y=2.291+0.349 (worksite organization)

D- Testing the Validity of the second Sub-Hypothesis:

H0: There is no statistically significant effect of continuous improvement practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant effect of continuous improvement practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

Table (09): Results of Simple Linear Regression Coefficients: The Effect of continuous improvement practice on Organizational Loyalty

Modèle		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	1.995	0.381		5.233	0.000
	Independent variable - continuous improvement-	0.424	0.101	0.412	4.198	0.000

1. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the T-value reached 4.198, while the significance level was 0.00, which is less than the 0.05 significance level. Accordingly, we reject the null hypothesis and accept the alternative hypothesis. This indicates that there is a statistically significant effect of continuous improvement practices on organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent.

From the previous table, we also observe the following:

- The intercept of the regression line is 1.995, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.424, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 4.198, and for the intercept it is 5.233.
- We also note that the sign of the Beta coefficient is positive, indicating a direct positive relationship between continuous improvement practices and organizational loyalty. This means that as the effectiveness of the continuous improvement practices increases, organizational loyalty increases in the studied institution. Accordingly, the regression line equation becomes:

Y= 1.995+ 0.424 (continuous improvement practice)

E- Testing the Validity of the Third Sub-Hypothesis:

H0: There is no statistically significant effect of standardized word practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant effect of standardized work practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

Table (10): Results of Simple Linear Regression Coefficients: The Effect of standardized work Practice on Organizational Loyalty

Modèle		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	1.784	0.343		5.208	0.000
	Independent variable - standardized work -	0.493	0.093	0.496	5.301	0.000

1. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the T-value reached 5.301, while the significance level was 0.00, which is less than the 0.05 significance level. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates that there is a statistically significant effect of standard work practices on organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent.

From the previous table, we also observe the following:

- The intercept of the regression line is 1.784, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.493, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 5.301, and for the intercept it is 5.208.
- We also note that the sign of the Beta coefficient is positive, indicating a direct positive relationship between standard work practices and organizational loyalty. This means that as the effectiveness of the standard work practices increases, organizational loyalty increases in the studied institution.. Accordingly, the regression line equation becomes:

Y= 1.784+ 0.493 (standardised work practice)

F- Testing the Validity of the fourth Sub-Hypothesis:

H0: There is no statistically significant effect of multi- skilled workers practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant effect of multi- skilled workers practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

Table (11): Results of Simple Linear Regression Coefficients: The Effect of multi- skilled workers Practice on Organizational Loyalty

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	0.956	0.299		3.194	0.002
	Independent variable -multi- skilled workers-	0.710	0.080	0.691	8.856	0.000

1. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the T-value reached 8.856, while the significance level was 0.00, which is less than the 0.05 significance level. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates that there is a statistically significant effect of multi-skilled workers practices on organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent.

From the previous table, we also observe the following:

- The intercept of the regression line is 0.956, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.710, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 8.856, and for the intercept it is 3.194.
- We also note that the sign of the Beta coefficient is positive, indicating a direct positive relationship between multi-skilled workers practices and organizational loyalty. This means that as the effectiveness of the multi-skilled practice increases, organizational loyalty increases in the studied institution. Accordingly, the regression line equation becomes:

Y= 0.956+ 0.710 (muti-skilled workers practice)

G- Testing the Validity of the fifth Sub-Hypothesis:

H0: There is no statistically significant effect of Behavioral flexibility practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

H1: There is a statistically significant effect of Behavioral flexibility practice on enhancing organizational loyalty at the Medical Gloves Enterprise – Ain Temouchent – at the 5% significance level.

Table (12): Results of Simple Linear Regression Coefficients: The Effect of Behavioral flexibility Practice on Organizational Loyalty

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	2.250	0.249		9.033	0.000
	Independent variable – Behavioral flexibility-	0.376	0.069	0.507	5.454	0.000

A. Dependent variable: organizational loyalty

Source: Prepared by the researchers based on SPSS V22 output.

From the table, it can be observed that the significance level reached 0.00, which is less than the 0.05 significance level. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates that there is a statistically significant effect of Behavioral flexibility practices on organizational loyalty at the Medical Gloves Enterprise -Ain Temouchent-.

From the previous table, we also observe the following:

- The intercept of the regression line is 2.250, which represents the value of a in the straight-line equation Y = a + Bx. The slope of the regression line (b) in the table is 0.376, where Y is the dependent variable and X is the independent variable.
- The result of the t-test for the slope of the regression line of the independent variable is 5.454, and for the intercept it is 9.033.
- We also note that the sign of the Beta coefficient is positive, indicating a direct positive relationship between flexibility in dealing practices and organizational loyalty. This means that as the effectiveness of behavioral flexibility practice increases, organizational loyalty increases in the studied institution. Accordingly, the regression line equation becomes:

Y= 2.250 + 0.376 (behavioral flexibility practice)

2.4.Analysis of the Field Study Results:

Main Hypothesis:. The majority of employees expressed a strong sense of belonging and pride in the institution, and showed willingness to exert extra effort for its success. However, there are some indications of reservations or neutrality in certain aspects, such as the willingness to perform any task or the feeling of disturbance in case of leaving the job. This may indicate opportunities to improve support and motivation for deeper loyalty.

First Sub-Hypothesis: The institution makes noticeable efforts in organizing the worksites. However, there is a need to strengthen the

preventive and strategic aspects of workplace organization to avoid disorder. This includes establishing clear policies for managing organizational bottlenecks and distributing tasks and workspaces more efficiently. Such improvements would enhance employees' emotional loyalty, as they feel more comfortable in a well-organized environment.

Second Sub-Hypothesis: The institution applies some continuous improvement practices quite well, particularly in waste elimination, process development, and problem-solving. Nevertheless, there is a clear need to further strengthen the culture of creativity and innovation, and to encourage employees to actively participate in development initiatives.

Third Sub-Hypothesis: Medical Gloves Enterprise effectively uses standardized work practices and computerized systems to ensure high quality and efficiency. By fostering a stable and professional environment, these procedures not only improve operational discipline but also build long-term emotional loyalty and a sense of belonging among employees. While highly successful, further performance gains can be achieved by focusing on reducing task completion times.

Fourth Sub-Hypothesis: Medical Gloves Enterprise enhances organizational flexibility by investing in multi-skilled employees through job rotation, cross-training, and multidisciplinary teamwork. These efforts facilitate expertise exchange and ensure operational continuity during absences, directly boosting institutional agility. Ultimately, these practices strengthen employee loyalty and belonging by creating a dynamic and supportive professional environment.

Fifth Sub-Hypothesis: The Medical Gloves Enterprise demonstrates leadership flexibility by valuing employee input and adapting to change, which fosters a positive and loyal work environment. While leaders effectively support creative ideas and emergency responsiveness, further improvements in fairness, autonomy, and recognition are needed. Ultimately, enhancing consistent communication will help transform this existing loyalty into a more sustainable, long-term commitment.

Conclusion:

This study underscores the vital role of "field agility" in fostering organizational loyalty at the Medical Gloves Enterprise. Moving beyond theoretical concepts, the research proves that operational practices, including worksite organization, continuous improvement, and standardized work, serve as the tangible bridge between management policy and employee attachment. These practices do not merely enhance efficiency; they create an exemplary work environment that cultivates a

deep sense of belonging and "sustained loyalty." Furthermore, investing in multi-skilled workers and behavioral flexibility has successfully transitioned employee commitment from basic job attachment into a higher state of "emotional and normative loyalty," characterized by institutional pride and a proactive willingness to support the organization's sustainability. Ultimately, transforming the workforce from "empowered employees" into "loyal partners" provides the institution with a competitive shield against talent loss in a challenging business environment.

Recommendations:

- Optimize Worksite Organization: Implement systematic environment management to minimize chaos and foster employee stability and comfort.
- Institutionalize Continuous Improvement: Actively involve staff in development processes to enhance their perceived value and job satisfaction.
- Standardize Operational Procedures: Develop clear, transparent manuals to build employee confidence, thereby increasing commitment.
- Expand Multi-Skilling Programs: Prioritize professional growth through cross-training
- Adopt Adaptive Leadership: Encourage flexible management styles that value employee input and respond to individual needs.

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