



The importance of organizational loyalty in the Algerian institution

-a theoretical study-

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Abstract:

Organizational loyalty is regarded as a central theme in organizational behavior and modern management, serving as a critical factor in the success and sustainability of institutions. Organizations cannot achieve their objectives solely through material resources; rather, their success largely depends on the level of loyalty and commitment demonstrated by their human resources. Within the Algerian context, organizational loyalty assumes growing importance as a mechanism for fostering trust between management and employees, ensuring job stability, and enhancing organizational effectiveness. This article presents a theoretical exploration of organizational loyalty by examining its definitions, antecedents, stages, types, and characteristics, in addition to its explanatory models and methods of measurement. It further analyzes the underlying causes, manifestations, and strategies for fostering loyalty within organizations. The study concludes that organizational loyalty is not merely a formal obligation but a psychological and behavioral attachment reflecting an individual's integration into the organization.

Keywords: Organizational loyalty, Algerian institutions, organizational trust, motivation strategies, human resources.

JEL Classification Codes: ..., ..., ...

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1-Introduction:

In the contemporary era, organizations and institutions are undergoing profound transformations driven by globalization, economic liberalization, and rapid technological advancements. These dynamics have created a competitive environment characterized by instability and constant change. Under such conditions, the mere possession of material or technological capital is no longer sufficient for achieving success and ensuring sustainability. Instead, human capital has emerged as the primary driver and fundamental pillar upon which an institution's adaptive capacity, innovation potential, and ability to realize its strategic objectives depend. The human element is no longer viewed as a simple factor of production but rather as a strategic asset that determines the organization's effectiveness and competitive standing. Among the concepts that have attracted considerable attention from scholars and practitioners in the fields of management and organizational behavior is organizational loyalty. This concept reflects the extent of an employee's psychological and behavioral attachment to the institution. Organizational loyalty manifests through an individual's alignment with the organization's values, culture, and goals, as well as their willingness to exert maximum effort and dedication to ensure its success and continuity. As such, organizational loyalty has become a key indicator of institutional strength and resilience in the face of diverse challenges, as higher levels of loyalty foster mutual trust between employees and management, reduce organizational problems, and enhance overall performance effectiveness.

Organizational loyalty is considered one of the central concepts in the field of organizational behavior, as it reflects the nature of the relationship between employees and their institutions and directly influences organizational stability and continuity. Organizational loyalty is not merely a temporary job commitment; rather, it represents an emotional and behavioral integration that makes individuals more deeply attached to their organizations and more willing to exert effort toward achieving organizational objectives. In light of the transformations and challenges currently facing Algerian institutions, there is a growing need to understand how organizational loyalty contributes to fostering mutual trust between individuals and their organizations; Within the Algerian context, the significance of organizational loyalty is amplified by the challenges confronting national institutions, whether in terms of local and international competition or the limitations of material and structural resources. In this regard, loyalty constitutes a vital foundation for ensuring organizational stability and achieving institutional objectives. Conversely, the absence of loyalty often results in increased absenteeism, weak commitment, and higher employee turnover—all of which undermine organizational effectiveness and competitiveness. By contrast, strengthening loyalty contributes to institutional belonging, improved productivity, and the alignment of organizational interests with individual needs.

Accordingly, examining organizational loyalty within Algerian institutions represents both a scientific and practical necessity. Theoretically, this research contributes to the enrichment of the organizational behavior literature by clarifying the dimensions, antecedents, and linkages of loyalty with other organizational variables. Practically, it provides a framework for institutions to adopt effective strategies aimed at building a solid base of dedicated employees, thereby ensuring sustainability and enhancing competitiveness in the modern workplace.

Accordingly, the research problem can be formulated as follows: To what extent does organizational loyalty contribute to enhancing trust between individuals and the institutions to which they belong?

3.1 First Subtitle:

The academic literature has devoted considerable attention to the subject of organizational loyalty, viewing it as a variable closely related to numerous individual and organizational dimensions. Research has approached this concept from various perspectives: some studies focused on the factors influencing it, while others examined its relationship with psychological, behavioral, and organizational variables. A summary of the most relevant studies is presented below:

- **Study by Mowday, Steers, and Porter (1992):** The researchers conducted a comprehensive review of the literature on organizational loyalty at the time and classified the factors influencing it into four main categories:

- Personal factors (e.g., individual and demographic characteristics).
- Organizational factors (e.g., work environment and internal policies).
- Role-related factors (e.g., role clarity and task definition).
- Work experience factors.

This study represented a key reference in understanding the multidimensional nature of organizational loyalty.

- **Study by Badr Mohammed Al-Juraissi (2010):** This master's thesis in administrative sciences explored morale and its relationship with organizational loyalty among employees of the Saudi Shura Council. The researcher adopted a descriptive-analytical method, using a questionnaire as the main tool for data collection from a sample of 575 employees. The findings revealed the following:

- A high level of organizational loyalty among Shura Council employees.
- A statistically significant positive correlation between morale and organizational loyalty; specifically, as morale increased, so did employees' level of loyalty.
- These results highlighted the pivotal role of psychological and moral factors in strengthening individuals' commitment to their institutions.

- **Study by Maleki Mohammed Amin (2016):** This thesis, situated within the field of organizational and occupational psychology, was titled Personal and Organizational Factors and Their Relationship with Organizational Loyalty among Employees of the National Company for the Production of Faucets and Taps (BCR). The researcher employed a descriptive-analytical approach, using stratified random sampling and a questionnaire for data collection. The results indicated:

- The affective dimension of organizational loyalty was the most prominent in the company under study, followed by normative loyalty and then continuance loyalty.
- No statistically significant differences in organizational loyalty were found based on gender, age, educational level, or marital status.
- Statistically significant differences were observed with respect to work experience, as higher levels of loyalty were associated with increased years of service within the organization. These findings underscored the crucial role of professional experience in shaping organizational loyalty.

II.Theoretical Framework:

II.1.Definition of Organizational Loyalty: Organizational loyalty is a multidimensional concept that has evolved over time and has been examined across various academic disciplines, including linguistics, sociology, psychology, and organizational studies.

• walā' between two people, meaning kinship Al-walī is the opposite of the enemy; it refers to a beloved one, a friend, and a supporter. When someone shows walā' to another, it means they love them. Walā' is also contrasted with ownership, while al-wilāyah refers to support and protection" (Ibn Manzur, 1990, pp. 407–411). This definition highlights the etymological origin of the concept, emphasizing closeness, affection, and support—meanings essential for understanding how the notion transitioned from a purely linguistic context to the social and organizational domains, where loyalty is rooted in psychological proximity and mutual support.

• **From a general terminological perspective:** "It is a covenant, commitment, support, and closeness" (Anas Ibrahim, 1960, p. 1057). Here, loyalty is presented as a moral and ethical obligation a covenant between the individual and the entity to which they belong This provides the foundation for understanding organizational loyalty as an ethical relationship, rather than merely a functional obligation.

• **From a sociological perspective:** Organizational loyalty is considered an extension of social loyalty, expressed through the individual's feelings of belonging and attachment to the community in which they live. This view demonstrates that organizational loyalty does not exist in isolation but rather extends from social loyalty, suggesting that societal culture and values play a pivotal role in shaping employees' loyalty to their organizations.

• **From a general organizational perspective:** "It is the degree of congruence between the individual and the organization, their level of attachment to it, and their willingness to exert maximum effort on behalf of the organization It also reflects a strong desire to remain a member of the organization... The emotional attachment, expressed as loyalty to the organization, strengthens the individual's intent to stay and continue working" (Abd al-Baqi Salah al-Din, 2004, p. 181). This definition underscores the comprehensiveness of organizational loyalty as both emotional and behavioral integration, reflecting internal conviction in the institution's values making it more than a mere exchange of material benefits.

• **From an industrial and organizational psychology perspective:** "Loyalty to the organization refers to the individual's feelings and attitudes toward the organization, which are tied to their acceptance of the organization's goals and values, their willingness to make an effort on its behalf, and their desire to remain a member of it" (Riggio, 1999, p. 276). Riggio emphasizes the emotional and attitudinal dimensions of loyalty, which guide behavior within the organization This indicates that organizational loyalty is assessed not only through observable behavior but also through attitudes and feelings.

• **From the perspective of O'Reilly and Chatman:** "The psychological bond that ties the individual to the organization, motivating them to integrate into work and adopt its values" (Al-Sirfi, 2005, p. 216). Here, the psychological dimension is evident, as organizational loyalty is framed as a psychological bond reflected in value adoption and work engagement, thereby reinforcing the durability of the employee organization relationship.

• **From Meyer and Allen's perspective:** Organizational loyalty is described as "a vital and important measure of organizational effectiveness It is a multidimensional construct that is latent but influences numerous organizational outcomes" (Meyer & Allen, 1997, p. 12). This definition,

widely cited in the literature, directly links organizational loyalty to effectiveness and conceptualizes it as a multidimensional construct (affective, normative, and continuance), providing a comprehensive analytical framework for understanding employee behavior.

• **From the sociology of organizations perspective:** “It is one component of organizational commitment that reflects the emotional attachment between employees and other actors within the organization” (Qasimi, 2011, p. 139). Here, loyalty is framed as part of the broader construct of organizational commitment, with a specific focus on the emotional dimension namely, the affective bonds connecting employees to their colleagues and institutions.

• **From a modern management perspective:** “The condition in which the individual adopts the organization’s values and goals, coupled with a strong desire to maintain membership in the organization in order to achieve personal objectives” (Al-Louzi, 2003, p. 119). This definition emphasizes the alignment between individual and organizational goals, suggesting that loyalty transcends the individual to embody a mutual convergence of interests.

• **From an organizational behavior perspective:** “An attitude concerning the individual’s loyalty to the organization, representing a continuous process through which employees express their concern for the organization and their commitment to its ongoing success and survival” (Harim, 1997, p. 107). This definition illustrates that loyalty is not a static state but a dynamic, ongoing process expressed through employees’ sustained commitment to organizational success.

• **Operational definition:** For the purposes of this study, organizational loyalty is defined as the individual’s affiliation, dedication, and integration within the institution, encompassing acceptance of its goals and values, commitment to achieving them, and defending them. It constitutes a strong bond that motivates the individual to preserve the organization and remain a part of it. This operational definition establishes the practical framework for the study, focusing on both the behavioral and psychological dimensions of loyalty while highlighting its critical role in ensuring organizational sustainability.

II .2.Approaches to Studying Organizational Loyalty: The study of organizational loyalty has not been confined to a single perspective; rather it has been approached through multiple frameworks that attempt to explain and analyze its dimensions. Among the most prominent classifications is that of Suliman and Iles, who identified four main approaches that shed light on how organizational loyalty emerges and develops within institutions:

1. The Attitudinal Approach: This approach focuses on employees’ attitudes and experiences and how these acquired experiences influence their desire to remain within the organization. According to this perspective, an individual’s level of loyalty is shaped by their perception of distinctive job characteristics, such as skill variety, patterns of supervision and leadership, and degree of participation in decision-making. This approach is grounded in the psychological and cognitive dimensions of employees, where previous experiences and perceptions of the work environment serve as the primary determinants of loyalty. The more employees feel empowered, valued, and recognized for their skills, the stronger their organizational attachment becomes.

2. The Behavioral Approach: Within this framework, organizational loyalty is perceived as a behavior. Employees remain in the organization largely for the benefits they receive, which in turn fosters their sense of social role and contribution to the institution’s orientation and objectives. Here, loyalty is presented as a practical behavioral response directly linked to rewards and incentives. The relationship is reciprocal: employees stay in the organization because it provides

them with tangible benefits, while simultaneously contributing to the achievement of organizational goals.

3. The Normative Approach: This approach emphasizes the alignment between the organization's objectives and purposes on the one hand, and the individual's goals and values on the other. According to this view, organizational loyalty becomes a sense of responsibility and duty toward the organization, irrespective of utilitarian benefits that might be obtained elsewhere. It represents an ethical commitment to remain within the organization through the adoption of its values, objectives, and policies (Mohammed Hamza, 2022, p. 11). This perspective underscores the moral dimension of organizational loyalty, wherein employees transcend self-interest and embrace organizational membership as both a personal commitment and a professional duty.

4. The Multidimensional Approach: This perspective considers organizational loyalty as an interaction among the preceding three approaches. Meyer and Allen (1991) adopted this framework, conceptualizing loyalty as a psychological attachment to the organization manifested in three forms: affective, continuance, and normative commitment (p. 67). This approach is the most comprehensive, integrating three dimensions: affective (emotional attachment), continuance (perceived cost of leaving versus staying), and normative (sense of obligation). Through this interaction, the multidimensional approach explains the inherent complexity of organizational loyalty, framing it as a compound construct. The review of these approaches demonstrates that organizational loyalty is not a unidimensional phenomenon but rather the product of the interaction of cognitive (attitudinal), behavioral, and value-based (normative) factors, in addition to comprehensive interpretive frameworks (multidimensional). This underscores both the complexity and richness of organizational loyalty, highlighting the need for an integrative perspective to fully understand it within institutional contexts.

II.3. Stages in the Development of Organizational Loyalty: Organizational loyalty does not emerge instantaneously or suddenly; rather, it develops gradually, shaped by personal, organizational, and temporal factors. When individuals join an institution, they bring with them prior experiences, personal expectations, and career aspirations. These expectations interact with the realities of the workplace to generate varying levels of loyalty. As Steers emphasizes: "Individuals enter the organization with specific skills as well as personal goals and desires. They expect these skills to be utilized, and when they perceive that the organization manages them effectively, their loyalty increases, and their goals and values align with those of the organization" (Al-Sawat et al., 2000, p. 88). This highlights that organizational loyalty grows as long as a balance is achieved between employee expectations and the opportunities and recognition provided by the institution.

1-The Two-Stage Model: Some researchers view organizational loyalty as evolving through two fundamental stages:

- The Entry Stage (Selection): A process of mutual choice occurs between the individual and the organization; the institution selects individuals according to its criteria, while individuals choose the organization they believe best matches their aspirations.
- The Commitment Stage: At this stage, the individual demonstrates greater effort to embrace organizational goals and work toward achieving them, expressing a clear willingness to integrate and remain within the institution. This model highlights the dual nature of the relationship: beginning as a voluntary choice and evolving into actual commitment.

2-The Three-Stage Model: Other scholars argue that organizational loyalty develops through three distinct stages:

- **Compliance or Incorporation:** Initially, the individual’s attachment to the institution is shaped by the rules and regulations imposed upon them.
- **Identification and Congruence:** The individual begins to perceive that the organization meets their needs and aspirations, fostering a stronger desire to remain, greater harmony with colleagues, and greater acceptance of authority.
- **Internalization (Adoption):** At this stage, the individual perceives their personal goals as aligned with those of the organization, leading to deep loyalty and sustained commitment. This model illustrates the transition from externally imposed compliance to internally motivated value adoption.

3-The Temporal Model (Trial, Work, Maturity): Some researchers have proposed stages of organizational loyalty based on a temporal dimension:

- **Trial Stage:** Typically lasting about one year, this stage is shaped by the individual’s prior experiences and expectations. The primary focus here is on achieving job security and gaining acceptance within the institution.
- **Work Stage:** Spanning between two and four years, this stage is marked by the individual’s effort to assert themselves through performance and achievement. At this point, loyalty to the job and the organization becomes clearer, alongside traits such as personal significance, facing challenges, and fear of failure (Al-Maani, 1996, p. 23).
- **Trust and Maturity Stage:** Beginning around the fifth year, the individual’s bond with the institution deepens, and trust in the organization becomes firmly established. Here, the employee evaluates the balance between their efforts and the rewards provided, reinforcing organizational stability (Al-Louzi, 2003, p. 134). Taken together, these models demonstrate the critical role of the temporal dimension in the evolution of organizational loyalty. The longer individuals remain in the institution and the more their expectations are met, the stronger their loyalty becomes. Furthermore, loyalty gradually shifts from externally driven compliance with rules to internally driven value integration, culminating in a stage of maturity in which loyalty becomes an integral part of the individual’s professional identity.

Table : Stage of Developing Organizational Commitment

Stage	Description/Experiences
First Stage :Trial Period	-Work challenges-Loyalty fluctuation-Role clarity-The emergence of the need for protection-Growth of Group tendencies
Second Stage :Work and Achievement	-Fear of failure –Emergence of loyalty values-Emergence loyalty to work and the organization
Third Stage :Confidence iin the Organization	-Consolidation of loyalty-

II.4.Types of Organizational Commitment: Organizational commitment is not a unidimensional construct; rather it encompasses multiple forms that vary according to employees' motives and workplace conditions. The literature distinguishes several types of commitment, each with distinct origins and manifestations, yet all reflect an individual's varying degrees of attachment to the organization. The most significant types are outlined below:

1. Normative Commitment: "This dimension of commitment develops through the individual's personal values as well as their sense of responsibility and duty toward the organization and its members... Normative commitment also refers to an individual's perception that they are obliged to remain in the organization due to external pressures" (Baltresh & Jamil, 2019, p. 8). Normative commitment represents a moral obligation rooted in familial, social, and religious values shaping the individual's consciousness. Employees in this case remain in the organization because they perceive it as a moral duty or because of social pressures discouraging departure. This form reflects a strong affective dimension, maintaining loyalty even at the expense of personal interest.

2. Affective Commitment: Defined as the employee's emotional attachment to, identification with, and involvement in the organization, affective commitment is shaped by perceptions of job characteristics such as autonomy, skill acquisition, and supervisory relationships. This type is the most telling indicator of genuine organizational loyalty, as it stems from sincere internal desire to remain within the institution. Employees with high affective commitment stay because they truly want to, which positively influences their performance and engagement.

3. Continuance Commitment: "This form of loyalty is based on the costs the employee perceives would result from leaving the organization" (Sulayman & Abdel-Fattah, 2011, p. 69). Here, employees remain in the organization because they need to. Continuance commitment is rooted in cost-benefit calculations: the longer the tenure and the greater the benefits (e.g., promotions, rewards), the stronger the individual's attachment. It is essentially instrumental in nature, tied to material and investment considerations.

4. Cohesive Commitment: Defined as "the psychosocial relationship that develops between the individual and the organization, nurtured and reinforced through social events organized by the institution, during which employees' efforts are acknowledged" (Al-Utbi & Al-Sawat, 1997, p. 20). This form emphasizes the social dimension of loyalty, whereby employees remain attached to the organization due to interpersonal relationships in the workplace. Cohesive commitment is strengthened by organizational policies that foster social interaction and supportive activities.

5. Directed Commitment: This type reflects the employee's attachment to their work group, leading to compliance with its values, principles, rules, authority, and established norms. Directed commitment emphasizes group-centered loyalty, where alignment with the team's culture and expectations becomes the primary driver of an individual's sustained membership and engagement.

6. Value-Consistent Commitment: Here, commitment arises from the congruence between the individual's values and goals and those of the organization. This form represents the strongest type of commitment, achieved when full harmony exists between personal and organizational objectives. In this state, employees perceive organizational success as directly tied to their personal success. Taken together, organizational commitment spans emotional forms (affective and normative), instrumental forms (continuance), social forms (cohesive and directed), and value-based forms (value-consistent). Research by Meyer and Allen suggests these types are not mutually exclusive; rather, they may overlap within the same individual. For instance, an

employee may simultaneously feel emotionally attached to the institution, morally obliged to remain, and aware of the material costs of departure. This interplay explains the complexity of organizational commitment and underscores its relevance to both scholars and practitioners.

II.5.Characteristics of Organizational Commitment: Organizational commitment is a multifaceted phenomenon shaped by psychological, behavioral, and organizational dimensions. Scholars have sought to identify its core characteristics to better capture its complexity, the most notable of which are:

1. An Intangible State: “Organizational commitment is an intangible condition inferred from observable organizational phenomena, particularly employees’ behaviors and actions, which reflect their level of commitment” (Al-Madhoun & Al-Jazawi, 1995, p. 80).

Thus, commitment cannot be measured directly; it is assessed through indicators such as adherence to work, prioritization of organizational interests, and low absenteeism or turnover.

2. Willingness to Exert Effort: Commitment reflects employees’ readiness to contribute their maximum potential to the benefit of the organization, demonstrated through their acceptance of its values and objectives as part of their personal responsibility.

3. A Result of Multiple Interactions: Organizational commitment emerges not from a single factor but from the interplay of human, organizational, and managerial dimensions, including leadership style, social relations, and the broader work environment.

4. Susceptibility to Change: Commitment is dynamic rather than fixed, subject to positive or negative influence by contextual variables such as economic conditions, incentive systems, or administrative changes.

5. Multidimensionality

While scholars agree on its multidimensional nature, they diverge on how to define its dimensions. This plurality explains its flexibility and capacity to affect multiple organizational outcomes.

6. A Psychological State

Commitment represents a psychological bond that embodies the relationship between the individual and the organization, manifesting in employees’ attitudes and behaviors at work.

7. Influence on Retention Decisions

It serves as a decisive determinant of whether individuals remain in or exit the organization, making it a crucial predictor of human resource stability.

8. Shaped by Individual and Organizational Characteristics

Commitment is influenced by personal traits (e.g., age, experience, education level) as well as organizational variables (e.g., leadership, organizational justice) and external circumstances. Taken together, these characteristics demonstrate that organizational commitment transcends being a mere psychological orientation; it functions as a barometer of the strength of employee organization relationships and of institutional sustainability.

II.6.Significance of Organizational Commitment: Modern organizations increasingly recognize that commitment is not a secondary consideration but a cornerstone of continuity and effectiveness. Its importance is reflected in several dimensions:

1. A Factor of Stability and Continuity: “Organizational commitment is among the most pressing concerns for management, as it ensures the organization remains in a healthy condition that enables its continuity and survival” (Al-Sirfi, 2009, p. 16). Commitment thus acts as a safeguard for organizational survival, particularly under economic or administrative strain.

2. A Substitute for Limited Incentives: “Organizational commitment serves as an essential link between the organization and its employees, especially when the organization is unable to provide adequate incentives” (Al-Omari & Al-Sahli, 2015, p. 28).

Even in the absence of material rewards, employees’ commitment drives sustained effort and achievement.

3. A Predictor of Retention: Research indicates that commitment is a stronger predictor of employee retention than job satisfaction, serving as a reliable indicator of turnover intentions.

4. A Determinant of Organizational Effectiveness: Commitment not only secures employee retention but also signals the efficiency of the organization in achieving its goals and outputs.

5. Enhancement of Organizational Discipline: It fosters compliance with organizational rules and policies, reducing negative behaviors such as frequent absenteeism and low productivity.

6. Increased Creativity and Productivity: Organizational commitment is positively correlated with creativity and productivity, strengthening institutional competitiveness.

7. Encouragement of Innovative Behavior: It motivates employees to adopt innovative practices that serve organizational sustainability.

8. A Foundation for Organizational Behavior Studies: “The need emerged to study human behavior in organizations with the aim of motivating employees and increasing their commitment to organizational goals and values” (Ma’ mari & Luraqm, 2023, p. 9).

Commitment thus provides an essential entry point for analyzing and improving organizational behavior. In sum, organizational commitment is a strategic factor directly shaping institutional stability, effectiveness, and productivity Investing in the development of commitment is therefore a long-term investment in organizational resilience and success.

II.7.Models Explaining Organizational Commitment: Scholars have sought to explain organizational commitment as a complex phenomenon shaped by psychological, social, and organizational dimensions Although no single unified framework has been universally adopted, several key models have contributed significantly to shaping the concept. Presented below, in historical sequence, are some of the most influential explanatory models.

1. Etzioni’s Model (1961): Etzioni’s writings represent one of the earliest attempts to conceptualize organizational commitment. He linked the degree of individual involvement with the type of authority exercised by the organization, identifying three primary forms of commitment:

- Moral Commitment: The highest level of commitment, reflecting genuine alignment with and internalization of organizational goals and values.
- Calculative Commitment (Utilitarian): A pragmatic attachment based on mutual exchange, whereby the organization meets the individual’s needs in return for loyalty.
- Alienative Commitment: The negative form of attachment, in which individuals feel bound to the organization against their will, often due to imposed constraints, resulting in alienation and dissatisfaction (Qriri, 2017, p. 111).

This model highlights that commitment is not always positive; it may emerge from coercion or utility, reflecting the sometimes contradictory nature of employee organization relationships.

2. Stevens et al Model: This framework offered two main interpretations of commitment:

- **The Exchange Perspective:** Commitment as an outcome of reciprocal benefits between the individual and the organization. Loyalty is conditional on the availability of incentives, declining when superior alternatives are found elsewhere.
- **The Psychological Perspective:** Later adopted by Porter and Smith (1996), this interpretation emphasizes commitment as an active psychological state—manifested through exceptional effort, a strong desire to remain, and an affective sense of belonging to the organization (Dar, 2016, p. 173).
- **This dual approach underscores:** the distinction between commitment as a utilitarian calculation (economic/transactional) and as an affective-emotional bond (psychological/identificational). Integrating both perspectives offers richer predictive power regarding employee behavior.

3. Meyer and Allen's Three-Component Model (1991): Perhaps the most widely recognized and utilized in contemporary research, Meyer and Allen's model conceptualizes organizational commitment as a multidimensional construct consisting of:

- **Affective Commitment:** Remaining because one wants to, driven by emotional attachment to and identification with the organization.
- **Continuance Commitment:** Remaining because one needs to, based on perceived costs or risks associated with leaving.
- **Normative Commitment:** Remaining because one feels obliged to, rooted in a moral sense of duty and responsibility toward the organization (Qriri, 2017, p. 116).

Analysis: This model captures the comprehensive and multifaceted nature of organizational commitment, illustrating how it can simultaneously embody emotional attachment, moral obligation, and rational cost–benefit considerations. For this reason, it remains one of the most integrative and widely applied frameworks in organizational behavior research.

II.8. Measuring Organizational Commitment: Following the review of theoretical models, the need arises for practical tools to assess the degree of organizational commitment within institutions. Although such measurement requires effort and resources, its outcomes are highly valuable, as they enable management to identify strengths and weaknesses in organizational policies. In general, measurement approaches can be divided into objective measures and subjective measures.

1. Objective Measures: These are indirect methods derived from observable behavioral indicators of employees, such as:

- **Desire to remain:** Assessed through peer feedback or explicit indications of employees' intentions to stay or leave.
- **Performance level:** Highly committed employees tend to display superior performance; however, evaluations must be comprehensive to avoid bias.
- **Turnover rate:** A high turnover rate is generally regarded as an indicator of weak organizational commitment (Ashoush, 2012, p. 10).

2. Subjective Measures: These focus on directly capturing employees' attitudes and perceptions through research tools such as surveys and interviews:

- **Direct statements:** Employees may explicitly express their intentions to remain or leave during workplace interactions or in informal settings.

- **Work performance as a psychological indicator:** High-quality performance often correlates with stronger commitment, though it requires tailored evaluation criteria.
- **Workplace incidents:** A high frequency of accidents or errors may reflect weak commitment and disengagement (Ami Ali, 2021, p. 153).
- **Structured surveys:** Perhaps the most precise tool, designed to assess positive or negative commitment across its various dimensions (value-based, affective, and calculative) (Ayoui, 2006, p. 35).

The explanatory models demonstrate that organizational commitment is not a simple construct but rather a complex balance of values, emotions, and interests. Consequently, measuring commitment requires combining objective indicators (behavioral manifestations) with subjective assessments (employees' attitudes and perceptions). Such integration provides organizations with a comprehensive picture of commitment levels, thereby facilitating the development of effective administrative and human resource strategies to ensure stability and long-term effectiveness.

II.9. Causes and Manifestations of Weak Organizational Commitment: Weak organizational commitment is among the most pressing challenges threatening institutional stability and sustainability, as it leads to declining performance and undermines the organization's ability to achieve its strategic goals. Scholars have identified several objective causes often linked to managerial practices that manifest in specific behavioral and organizational patterns within the workplace.

1. Causes of Weak Organizational Commitment:

- Abu Al-Nasr (2005, p. 40) highlights several fundamental factors contributing to weak organizational commitment:
- Management's failure to recognize the extent to which employees are convinced of the importance of their work and their contribution to society.
- Lack of clarity in applying the principle of "the right person in the right place," consistent with employees' abilities and interests.
- Absence of fairness in promotion opportunities, leading to frustration and demotivation.
- Feelings of anxiety and instability resulting from arbitrary or punitive administrative measures.
- Ambiguous and vague instructions, which increase confusion in task performance.
- Failure to implement fair and transparent reward and punishment policies.
- Unclear administrative policies and ineffective communication of them.
- Poor distribution of tasks due to the absence of organizational justice.

These causes underscore that weak organizational commitment is often rooted in ineffective managerial practices and the absence of organizational justice, which in turn erode trust between individuals and the institution.

2. Manifestations of Weak Organizational Commitment:

- Al-Sirfi (2009, p. 319) identified several key indicators reflecting weak organizational commitment, including:
- Lack of enthusiasm for work, diminished motivation, and widespread indifference among employees.
- Feelings of instability and insecurity, coupled with rising absenteeism and tardiness.

- Frequent workplace accidents and weak adherence to safety regulations.
- Prevalence of complaints and dissatisfaction, signaling heightened discontent.
- Deteriorating organizational relationships and declining respect between managers and subordinates.
- Managerial arrogance and detachment from the workforce, resulting in low morale.

These manifestations represent the tangible outcomes of weakened commitment, ultimately leading to reduced productivity, high turnover, and long-term risks to organizational sustainability.

II.10. Strategies for Enhancing Organizational Commitment: To address the challenges of weak organizational commitment, organizational scholarship has proposed a range of practical strategies that strengthen employees' attachment to their institutions and enhance motivation. Key strategies include:

1. Improving the Work Environment:

- Creating a motivating and flexible environment to encourage positive interaction and productivity.
- Supporting work-life balance through flexible policies (e.g., part-time work or remote work).

2. Recognition and Rewards:

- Acknowledging achievements through material and non-material rewards (e.g., thank-you letters, certificates of appreciation).
- Implementing fair incentive systems tied to performance and organizational objectives.

3. Professional Development Opportunities:

- Providing training programs and workshops to enhance employee competencies.
- Offering mentoring programs that facilitate direct learning from supervisors.

4. Strengthening Communication Culture:

- Organizing regular meetings between management and employees to exchange views and address challenges.
- Conducting periodic surveys to assess employee needs and satisfaction.

5. Participation in Decision-Making:

- Encouraging employee involvement in decision-making processes to foster a sense of belonging.
- Establishing cross-departmental teams to strengthen collaboration.

6. Enhancing Compensation Systems:

- Implementing competitive salary structures to retain talent.
- Offering additional benefits such as health insurance, retirement plans, and supportive social services.

These strategies foster a fair and motivating organizational climate that enhances employee loyalty and strengthens institutional stability.

Conclusion:

Based on the preceding discussion, it can be concluded that organizational commitment constitutes a fundamental concept in the fields of organizational behavior and human resource management. It represents a multidimensional phenomenon that integrates psychological and emotional dimensions on the one hand, and behavioral and practical aspects on the other. The literature has demonstrated that organizational commitment is not merely a formal obligation or a mechanical continuation within the institution; rather, it is an affective and value-based integration

through which individuals perceive themselves as an inseparable part of the organization to which they belong.

What distinguishes organizational commitment is its relative and dynamic nature, as it varies across individuals and work environments, and is influenced by multiple internal factors—such as organizational justice, leadership styles, and communication effectiveness alongside external factors related to the socio-economic environment. Consequently, the success of organizations in strengthening commitment depends on their ability to provide a fair and motivating work environment that respects employees, values their contributions, and offers professional development opportunities, coupled with both material and moral incentive systems that reflect genuine recognition.

Research has also shown that organizational commitment not only enhances the stability of human resources but also directly contributes to improving performance and productivity, while increasing the organization's capacity to compete and survive in dynamic and complex work environments. The more employees feel that the organization genuinely values them, the stronger their sense of belonging becomes driving them to exert maximum effort and reducing absenteeism and turnover rates.

Furthermore, organizational commitment serves as an indispensable strategic tool for ensuring institutional sustainability. It fosters mutual trust between management and employees, builds a culture of shared commitment, and strengthens organizational resilience in the face of crises and challenges. Conversely, weak organizational commitment is reflected in alarming outcomes such as declining productivity, widespread dissatisfaction, and high resignation rates, which jeopardize the long-term stability of organizations.

Accordingly, there is a growing need for intensified research in this domain through empirical studies that analyze levels of organizational commitment across diverse contexts and sectors, with particular attention to the most influential factors—whether personal, organizational, or external. Organizations should also integrate commitment development policies into their strategic human resource management plans, treating it as a long-term investment in institutional stability and success.

In conclusion, organizational commitment is not merely a theoretical construct but a practical reality with direct implications for individuals, organizations, and society at large. Strengthening it constitutes a cornerstone for ensuring organizational continuity in the labor market and for enhancing adaptive capacity amid rapid environmental changes.

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