The level of organizational loyalty among employees and ways to strengthen it - A field study applied to some governmental institutions in Cairo Governorate

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Abstract

The current research aimed to determine the level of organizational loyalty with its emotional, continuity and ethical dimensions among employees in some public or governmental institutions in Egypt, and to explain this scientifically in the light of the reality of public administration in Egypt. The research was from descriptive / analytical studies, and the social survey method was used, and data was collected using the organizational loyalty scale, from a non-random sample of 106 employees working in some public or governmental institutions located in Cairo Governorate.

Among the most important results of the research are:

1- The level of emotional organizational loyalty among employees in government institutions in Cairo Governorate is high.

2- The level of continuous organizational loyalty among employees in government institutions in Cairo Governorate is high.

3- The level of ethical organizational loyalty among employees in government institutions in Cairo Governorate is medium.

At the end of the research, some methods of building and strengthening organizational loyalty were proposed among workers in organizations in general and in government institutions in Egypt in particular.

Keywords: Loyalty, kinds of loyalty, organizational loyalty.

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مستوي الولاء التنظيمي لدي العاملين بالمؤسسات الحكومية وأساليب تعزيزه – دراسة ميدانية مطبقة علي بعض المؤسسات الحكومية في محافظة القاهرة

ملخص

هدف البحث الحالي إلي تحديد مستوي الولاء التنظيمي بأبعاده العاطفي والاستمراري والأخلاقي لدي العاملين في بعض المنظمات الحكومية في مصر ، وتفسير ذلك بشكل علمي في ضوء واقع الإدارة العامة في مصر . والبحث يعتبر من الدراسات الوصفية / التحليلية ، وتم الاستفادة من منهج المسح الاجتماعي ، وتم جمع البيانات بواسطة مقياس الولاء التنظيمي ، وذلك من عينة عمدية حجمها 106 مفردة من العاملين في بعض المؤسسات الحكومية الكائنة في محافظة القاهرة. ومن أهم نتائج البحث أن :

1- مستوى الولاء التنظيمي العاطفي لدي العاملين في المؤسسات الحكومية في محافظة القاهرة مرتفع.

2- مستوى الولاء التنظيمي الاستمراري لدي العاملين في المؤسسات الحكومية في محافظة القاهرة مرتفع.

3- مستوى الولاء التنظيمي الأخلاقي لدي العاملين في المؤسسات الحكومية في محافظة القاهرة متوسط.

وفي نهاية البحث تم اقتراح بعض أساليب بناء وتعزيز الولاء التنظيمي لدي العاملين في المنظمات بصفة عامة وفي المؤسسات الحكومية في مصر بصفة خاصة.

الكلمات المفتاحية: الولاء ، أنواع الولاء ، الولاء التنظيمي.

Introduction:

Administrative thought in recent years has been characterized by an increase in its development and modernization, in order to comply with the rapid changes that occur in societies, and in order to benefit from the new theories that have emerged, whether in management science or in the social and human sciences.

This led to the spread of new management concepts, for example: total quality management, process re-engineering, strategic management, ethical leadership, administrative empowerment, management with love, management with fun, preventive management, and organizational loyalty... This diversity and prevalence of different administrative concepts now covers the overall activity of organizations in the current era, whether in the public sector or in the private sector, or in other words in the field of public administration or in the field of business administration.

Perhaps the source of all these rapid changes sweeping the world and affecting all organizations of society is the rapid technical development, increasing the importance of human resources in organizations, keenness to develop them, build and strengthen their organizational loyalty, and increase the awareness of employees in organizations.

The concept of organizational or institutional loyalty is one of the most important relatively recent concepts that are being circulated at the present time, especially in the literature on business administration, human resources and organizational behavior.

The current research aims to shed light on the concept of organizational loyalty from an administrative and social perspective, by clarifying: the concept of organizational loyalty, determining its importance, presenting its indicators, monitoring the reasons for interest in building and

strengthening organizational loyalty, identifying manifestations of its weakness and the reasons for that, and identifying factors that increase organizational loyalty and the consequences. To build and strengthen organizational loyalty and suggest methods for building and strengthening it among employees. As a prelude to this, the concept of loyalty was defined in general and some of its types were identified.

Loyalty:

The concept of loyalty linguistically refers to belonging, sincerity, loyalty, covenant, commitment and connection. The concept of loyalty can be defined idiomatically as

follows:

1- A feeling that grows within the individual of belonging to something important in his life.

2- The individual's feeling of responsibility towards something important in his life.

3- One of the social needs of any human being.

4- Sincerity, love and integration shown by the individual towards something that interests him or her.

5- A prevailing characteristic of human behavior towards something that interests a person and desires to be affiliated with it 1- (See: Madkour: 1975; Ghaith et al.: 1979; Zaki: 1982; Ibn Manzoor: 1989; Al-Wajeez: 2000; Abo El-Nasr: 2004; Al-Baalbaki: 2022).

Kinds or Types of loyalty:

There are many kinds or types of loyalties that an individual has, the most prominent of which can be monitored as follows:

1- Personal Loyalty : It is your allegiance to yourself, your thought, your philosophy in life, and your culture to which you belong.... And it is included under personal loyalty, for example: sports loyalty (to one of the sports clubs) and political loyalty (to one of the political parties).

2- Religious loyalty : It is your loyalty to the religion that you believe and believe in. Your religious loyalty increases whenever you adhere to and apply the rules and principles of this religion properly.

3- Nationality Loyalty : It is your loyalty to the country to which you belong. Each of us is a citizen of a country, and he has the nationality of that country, and your national loyalty increases whenever you are loyal to this country and you are a good citizen serving the country and sacrificing for it if necessary (Sky: 2011, Jeffery: 2022).

4- Professional Loyalty : It is your loyalty to the profession of which you have become a member. Your professional loyalty increases whenever you adhere to the principles, values and ethics of the profession, and whenever you practice the profession in the correct manner, which contributes to achieving the objectives of this profession.

5- Organizational or institutional loyalty : It is your loyalty to the organization you work for. This type of loyalty will be explained later.

6- Client or Customer Loyalty : It is your loyalty to the audience of the organization in which you are ' those customers to whom you provide goods or services.

Other kinds or types can be added such as: sports loyalty, party loyalty... (See: Dessler: 1997, 2019; Greenberg & Baron: 2007, 2019; Sayed: 2004; Abo El-Nasr: 2004, 2010).

There are some literature that identified three dimensions of organizational loyalty as follows: Emotional, sentimental, or cohesive loyalty, Continuing loyalty, Ethical, Normative, and moral or disciplined loyalty. These dimensions will be explained in detail later.

Previous research studies:

Some previous research studies have been conducted on the subject of organizational loyalty, for example:

Barioti & Freih study (2009) is entitled the interrelationships between organizational loyalty and organizational justice in the public sector by applying it to employees in Kuwait. One of the most important results of the study is the existence of a significant relationship between the organizational loyalty of employees in Kuwait working in the public sector and organizational justice, which is represented in the fairness of procedures, fairness of distribution and positive work relations. One of the most important recommendations of the study is the need to provide justice and equality in the public sector, because this contributes to strengthening organizational loyalty among employees in this sector.

Khleifat and Al-Malahameh study (2009) is entitled the organizational loyalty and its relationship to job satisfaction among faculty members in Jordanian private universities. One of the most important results of the study is that there is a positive, direct and strong relationship with a significance level of 95% between organizational loyalty and job satisfaction among faculty members in Jordanian private universities. One of the most important recommendations of the study is the need to increase the salaries of faculty members in these universities so that they do not think of transferring to other universities.

Al-Qathami and Al-Otaibi study (2009) is entitled psychological empowerment and its relationship to organizational loyalty among workers at the Security Forces Hospital in Riyadh. One of the most important results of the study is the existence of a direct, statistically significant relationship at the level of 0.01 or less between psychological empowerment in general and the awareness of its detailed

dimensions on the one hand, and the awareness of organizational loyalty to the hospital staff. One of the most important recommendations of the study is the importance of giving greater attention to the concept of organizational loyalty by leaders in the health field, through developing workers' awareness of organizational loyalty, as well as paying attention to workers in all aspects of incentives, creating a work climate, and preparing training programs appropriate to the needs of workers.

Al-Ghamdi and Al-Ghamdi study (2011) is entitled Transformational Leadership and its relationship to levels of organizational loyalty among field officers led by the Border Guard in Makkah Al-Mukarramah Region. One of the most important results is that the field officers led by the Border Guard in Makkah Al-Mukarramah region have levels of organizational loyalty to a medium degree. One of the most important recommendations of the study is the emphasis on activating the concept of human relations between leaders and subordinates, due to its impact on strengthening and raising their levels of organizational loyalty.

Kumar & Shekhar study (2012) is entitled Corporate Social Responsibility, Consumer Orientation, and Job Performance for Frontline Workers. One of the most important results of the study is that providing a good degree of organizational loyalty among employees in companies contributes to the success of social responsibility programs in companies, to the quality of customer or consumer service, and to improving job performance.

Adam & et al. al. study (2015) is entitled employee Loyalty and Organizational Commitment in Pakistani Organizations. One of the most important results of the study is the existence of a positive and positive relationship between employee loyalty and organizational commitment. One of the most

important recommendations of the study is the need to identify the factors influencing organizational loyalty, whether positively or negatively, and proper and appropriate treatment of them, with the aim of increasing the first and reducing the second.

Abdul Rahman study (2015) is entitled Organizational loyalty among faculty members in Jordanian universities from their point of view, a comparative study between private universities. One of the most important results of the study is that the level of organizational loyalty among the study sample is average. And that there are very important factors in building and strengthening organizational loyalty among the study sample, including: appropriate pay, organizational justice, provision of adequate and appropriate work tools, and human organizational climate...

Ghazali study (2016) is entitled The Impact of Organizational Loyalty on Workers' Performance, a Study Applied to Some Egyptian Organizations. One of the most important results of the study is that there is a clear, real and significant impact of organizational loyalty on the performance of employees in organizations. One of the most important recommendations of the study is the need for organizations to build and strengthen organizational loyalty among their employees, which contributes to improving their job performance and productivity.

Al-Qablan study (2016) is entitled Organizational Loyalty and its Relationship to Job Performance for Employees of the General Presidency for Youth Welfare in Riyadh. One of the most important results of the study is that the employees of the General Presidency for Youth Welfare in Riyadh have high organizational loyalty with an average of (3.72 out of 5.00), and there is a positive correlation at the level of significance (0.01)

between the level of organizational loyalty and the reality of job performance of the employees of the presidency. One of the most important recommendations of the study is to reduce the routine in performing daily work tasks at the General Presidency of Youth Welfare.

Hamad study (2017) is entitled Dimensions of Organizational Justice and its Relationship to Organizational Loyalty: A Survey Study on Employees of the Social Development Bank in Riyadh. One of the most important results of the study is that there is a moderate direct correlation between the reality of the dimensions of organizational justice and the organizational loyalty of workers in the Social Development Bank. One of the most important recommendations of the study is the need to review the vision, mission and objectives of the Social Development Bank in a way that contributes effectively and effectively to the creation of comprehensive social development and develops a sense of organizational loyalty among its employees.

Commenting on previous research studies:

1- Ten previous research studies from several countries were presented: Egypt, Jordan, Saudi Arabia, Kuwait, Pakistan, the United States of America and Britain.

2- This research linked organizational loyalty with some other administrative variables, such as: organizational justice, job satisfaction, job performance, and organizational commitment...

3- Among the most important results of these research studies is the existence of a substantial or significant, positive and direct relationship between organizational loyalty and these administrative variables.

4- Some previous research studies concerned with measuring the level of organizational loyalty among employees in organizations, and it was found that this level is medium.

5- All previous research and studies are descriptive / analytical studies or used the descriptive / analytical method.

6- All previous research studies are field studies.

7- Some previous research studies focused on studying the dimensions of organizational loyalty (emotional, continuity, and ethicalg). The current study will also study these dimensions.

8- The current research will benefit from all these previous research studies, whether in formulating the research problem or in defining its objectives, questions and hypotheses, in building the theoretical and methodological framework, in building the data collection tool, and in analyzing some research tables.

Research problem:

In the light of the foregoing, it can be said that the current research aims to determine the level of organizational loyalty with its emotional, continuity and ethical dimensions among employees in some public or governmental institutions in Egypt, and try to interpret this level scientifically in the light of the reality of public administration in Egypt.

Research objectives:

The current research tries to achieve the following objectives:

1- Determining the level of organizational loyalty with its emotional, continuity and ethical dimensions among employees in some governmental institutions in Egypt.

2- Interpreting the level of organizational loyalty among employees in some governmental institutions in Egypt.

3- Presenting a set of recommendations and proposals that can contribute to building and strengthening organizational loyalty among employees in organizations in general and in governmental institutions in Egypt in particular.

Research importance:

The current research gains its importance through the

following:

1- This research is one of the few studies that investigates the issue of organizational loyalty in its dimensions among employees in governmental institutions.

2- The importance of the issue of organizational loyalty and its relationship to many matters such as: job satisfaction, organizational commitment, productivity, turnover rate, quality of performance and products, and the preservation of the property and tools of organizations...

3- It is hoped that the results of the current research will contribute to identifying the factors that affect the level of organizational loyalty among employees in governmental institutions.

4- This research may serve as a feedback to the administrative leaders in Egypt, and its results may benefit the decision-makers by identifying the level of organizational loyalty to employees in governmental institutions, and doing their best to improve this level.

Research questions:

The problem of the study can also be identified through a set of the following questions that the study tries to answer:

1- What is the level of emotional organizational loyalty among employees in governmental institutions in Egypt?

2- What is the level of continuous organizational loyalty among employees in governmental institutions in Egypt?

3- What is the level of ethical organizational loyalty among employees in governmental institutions in Egypt?

4- What is the average level of organizational loyalty among employees in governmental institutions in Egypt?

5- What is the scientific explanation for the level of organizational loyalty among employees in governmental institutions in Egypt?

Research hypotheses:

The hypotheses of the current research are as follows:

1- There is a statistically significant relationship at the significance level ($\alpha = 0.005$) between the demographic data (sex / age / academic qualification) of the employees and their level of organizational loyalty.

2- There is a statistically significant relationship at the level of significance ($\alpha = 0.005$) between the work data (administrative level, duration of experience and access to training courses) for the employees and their level of organizational loyalty.

The concept of organizational loyalty:

Organizational Loyalty Definition:

1- It is loyalty to the organization in which it works.

2- It is a feeling that develops within the individual of belonging to the organization.

3- It is the individual's feeling that he is an integral part of the organization in which he works, and that his goals are achieved by achieving the goals of the organization. Hence, the individual generates a strong desire to exert more effort to achieve success for the organization.

4- It is the sincerity, love and integration shown by the individual towards his work and the organization in which he works.

5- It is the desire of the individual to be associated with the organization and to remain in it.

Dimensions of organizational loyalty:

Allen & Meyer (1990) and Kantor (see: Al-Radaydah: 1988; Khleifat and Malhameh: 2009) identified three dimensions of organizational loyalty as follows:

1- Emotional, loyalty: It means the extent of the individual's affiliation with the organization and his or her emotional or sentimental attachment to it, and the desire for continuity of membership in it, regardless of the income and other material advantages that he or she obtains from it.

2- Continuous loyalty: It is meant by the individual's need to work in the organization and to continue his or her work in it because of the costs that he or her may incur as a result of leaving work in it.

3- Ethical loyalty: It means the individual's feeling of a kind of moral obligation that pushes him or her to stay in the organization in which he or she works, and his or her complete surrender to the decisions and authority of the organization.

The importance of organizational loyalty:

Organizational loyalty is very important because it has a major role in the following:

1- It increases the cohesion of the organization, as it strengthens the bonds between its employees.

2- It helps in determining the behavioral trends of the workers, and in shaping their thinking and understanding of matters.

3- The employee or worker feels his being within the work group and the organization to which he belongs.

4- It enhances the workers' sense of security and stability.

5- It helps protect workers from deviation.

6- It enhances the feeling of love for the organization and maintaining its integrity.

7- It generates a desire among employees to actively participate in the activities of the organization.

8- A contributing factor to the continuity of employees and sustainability or staying in the organization without thinking of leaving it to search for another organization (See: Abo El-Nasr: 2004; & Robbins Judge: 2014; Robbins & et.al.: 2018).

Indicators of organizational loyalty:

Some indicators of organizational loyalty can be monitored as follows:

1- Love the organization.

2- Willingness to sacrifice for the sake of the organization.

3- Willingness to defend the organization from any criticism or attack.

4- Preserving public morals in the organization.

5- Preserving the organization's property.

6- Maintaining the confidentiality of the organization's information.

7- Respect the organization's regulations and instructions.

8- Respect the organizational culture of the organization.

9- Respect the leaders and managers of the organization of all kinds.

10- Respecting the organization's name, logo, vision, mission and values.

11- The degree of uniting employees with the organization.

12- The degree of sense of responsibility among employees.

13- The degree of effective participation of employees in the activities and operations of the organization.

14- The degree of willingness to sacrifice for the sake of the organization.

15- Talking about the organization with all the good through the employees.

16- Defending the organization from any criticism or attack.

17- Not thinking about moving to another organization.

18- High morale of employees.

19- Focusing on solving problems, not constantly complaining about them.

20- Preferring the general interest of the organization over the private interest in many cases.

21-Low customers or clients complaints (Abo El-Nasr: 2004, 50).

Reasons for interest in building and strengthening organizational loyalty:

Management in advanced organizations aims to develop relations between the organization and the employees and to increase the degree of organizational loyalty among the employees of the organization for the following reasons:

1- Ensuring the continuity of the organization's workforce, especially those with ruling skills and specializations.

2- Developing the creative behavior of individuals, as they are keen to raise the level of the organization to which they belong.

3- Finding motivation among employees to exert more effort and performance in the organization.

4- The employer or worker is the basis for the existence of the organization and his or her feeling of belonging to this organization motivates him or her to work for the survival of this organization and its continuity in the field of business.

5- The burden of achieving the objectives of the organization rests first and foremost with the employees, and through their efforts, creativity and suggestions, these objectives can be achieved with the highest level of efficiency and effectiveness.

6- Although the achievement of the goals requires the availability of material resources (raw materials, machines, equipment, capital … etc.), the human element represented by the workers in the organization is in control of these material resources and he is the one who can direct them in the right direction and use them. best use.

7- The employees' sense of loyalty and belonging to the organization reduces the burden of the superiors in directing the subordinates, as the individuals respond to the superior's instructions in a better way and try to work more efficiently, and this achieves trust and friendship between the superior and the subordinates.

8- The higher the degree of employee loyalty to the organization, the greater their sense of satisfaction, stability and security at work, which in turn is reflected in positive performance and productivity.

9- The greater the workers' sense of loyalty and belonging to the organization, the more it helps these workers to accept any possible change that may be in the interest of the organization and for its progress and prosperity, as they believe that any prosperity of the organization will bring them good and prosperity for their conditions as well.

10- The individuals' sense of belonging and loyalty to the organization increases their level of satisfaction, which motivates them to exert more effort and work for the organization (See: Abo El-Nasr: 2004; & Robbins Judge: 2014; Robbins & et.al.: 2018).

Manifestations of weak organizational loyalty:

There are many manifestations of weak organizational affiliation, including:

1- Harsh and non-objective criticism of the organization.

2- Attempting to distort the image of the organization.

3- The scathing and non-objective criticism of the organization's managers and leaders.

4- Defaming the organization.

5- Focusing on the negative aspects of the organization and exaggerating them.

6- Indifference.

7- Selfishness.

8- Trespassing on the organization's property.

9- Wasting work time.

10- Poor performance.

11- Mistreatment of customers or the public.

12- Thinking of resigning and leaving work.

13- Resignation from the organization and joining work in another organization (Abo El-Nasr: 2004, 60).

Reasons for weak organizational loyalty among some employees:

There are many reasons for weak organizational loyalty among some employees, including:

1- The employees do not feel equal.

2- The workers' lack of sense of justice.

3- The workers' lack of access to care of all kinds, social, health, educational and economic... in order to achieve an appropriate standard of living for them.

4- Lack of respect for diversity and difference between workers, and the practice of negative discrimination against some groups, classes, classes or religions.

5- The spread of moral, financial and administrative corruption in the organization.

6- The employees feel subjective and objective alienation.

7- Boring work.

8- Underestimating the efforts of workers.

9- Monitoring for catching errors.

10- The feeling of injustice.

11- Twice the value provided by the organization to the employees.

12- Constant change too much.

13-Concealment of facts (See: Abo El-Nasr: 2004; & Robbins Judge: 2014; Robbins & et.al.: 2018).

Factors that increase organizational loyalty among employees in organizations:

There are many factors that can contribute to increase organizational loyalty among employees in organizations, including:

1- Appropriate and fair wages.

2- Positive human relations between workers.

3- Positive human relations between superiors and subordinates.

4- Providing job security for employees.

5- A clear career path.

6- Involving workers in decision-making.

7- Involving employees in the ownership of the organization's shares.

8- Democratic leadership.

9- Providing benefits and services to workers and their families(See: Abo El-Nasr: 2004; & Robbins Judge: 2014; Robbins & et.al.: 2018).

The results of building and strengthening organizational loyalty among employees in organizations:

Building and strengthening organizational loyalty among employees in organizations has several positive results, including:

1- Increasing productivity.

2- Increase profits.

3- High morale.

4- Less absenteeism and lateness.

5- Less wastage of production materials.

6- A higher rate of preserving the means and tools of production.

7- Fewer work accidents and injuries.

8- A higher rate of continuing to work.

9- Low percentage of resignations and leaving the organization.

Research Methodology:

1- Research kind or type: The current research is a descriptive / analytical study of a practical or field nature. It aims to measure the level of organizational loyalty among a sample of employees in some public or governmental institutions in Cairo Governorate. The current research tried to combine the quality description and the quantity description together. Where a theoretical framework was developed that included a set of items and topics that talked about organizational loyalty from various angles. Data and facts about the research problem were also collected from the field from a sample of employees in some government institutions using a scale designed to collect the required data.

2- Research Method: In light of the research objectives and kind, it can be said that the Social Survey Method is the appropriate approach for the current study, in order to identify the level of organizational loyalty in its dimensions among a sample of employees in some governmental institutions.

Research fields:

1- Spatial field: Cairo Governorate, Arab Republic of Egypt.

2- The human field : (the study population and sample) The study population consists of all public or governmental institutions located in Cairo Governorate and all employees are working in it. A non-random sample of 106 was taken from some of these institutions and from their employees. The following is a list of the institutions from which the sample was taken:

Table No. (1)
The spatial field of the study sample

o.	The Public or Governmental Institutions		
	Arab Contractors Company	5	3.6
	Misr Petroleum Company	4	2.6
	Group of public schools in Cairo Governorate	3	1.7
	Al-Manar Training Center (Misr Petroleum Company)	5	4.2
	Arab Academy for Administrative, Financial and Banking Sciences		.7
	Faculty of Social Work, Helwan University		.8
	The Higher Institute of Social Work in Cairo		.8
	Faculty of Commerce, Ain Shams University		.8
	Sadat Academy for Administrative Sciences in Cairo		.8
0	Faculty of Commerce, Helwan University		.9
	Total	06	00

3- Time field: Data was collected from the field during December 2022 and January 2023.

Data collection tool: A scale was built to collect data from the employees based on previous research studies and data collection tools, especially what Allen & Meyer (1990) developed for organizational loyalty dimensions (emotional, continuity, and ethical). Some modifications have been made to fit the scale in the current research. The scale may consist of four main items: primary data, work data, the three dimensions of organizational loyalty and proposals or suggestions to enhance organizational loyalty among employees in governmental institutions.

Validity and reliability of the data collection tool:

Validity: To test the validity of the scale, the apparent validity coefficients were calculated, and the statistical validity is as follows:

Reviewers' validity: The scale was presented to seven reviewers from the professors of administration, public administration, and social administration at Ain Shams University, Cairo University, and Helwan University in Egypt, in order to verify the validity of the scale paragraphs, and to find out their opinion on the validity of the scale in terms of the linguistic and professional integrity of the phrases and questions and the extent of Its relevance to the subject and variables of the research. Indeed, their observations were taken into account, some phrases and questions were reformulated, and the required amendments were made.

Respondents' validity: The scale was also applied to a small non-random sample of 10 employees in some governmental institutions to get to know their opinion about the scale in terms of being able to achieve its objectives, its degree of clarity, understanding, and logical arrangement... Indeed, some important observations were obtained, which were used in amending scale until it is ready for application.

Statistical validity: Table No. (2) shows the value of the statistical validity coefficient for the scale, which is the square root of the validity coefficient, which is equal to (0.83) as shown later.

Table No. (2)
Statistical validity coefficient of the scale (n = 10)

Statistical validity coefficient	Variables	o.
0.91	The scale as a whole	

It is clear from Table No. (2) that the value of the statistical validity coefficient for the scale amounted to (0.91), and these values are considered high and acceptable and fulfill the purposes of the research.

Reliability: The reliability of the scale was calculated using the stability coefficient (Alpha - Cronbach) for the estimated stability values of the scale, for a sample of (10) employees from the study population. The results of the reliability of the employees' scale as a whole were about 0.83. This indicates that the reliability coefficient of the scale is considered high, and thus the results of the scale can be relied upon.

Data collection process: The data collection team from the field consisted of each of the following: the researcher and two researchers holding a master's degree in management. The scale was explained to them and they were trained in the data collection process.

Statistical methods: The research data has been tabulated automatically. Also, several statistical methods, whether descriptive or analytical, were used, using the SPSS statistical program, version SPSS.V. 24.0 (to answer the research questions and to test the validity or invalidity of its hypotheses). Arithmetic mean: To judge the level of opinion of the respondent in the expressions of the scale, this was taken into account: the beginning and end of the scale categories are graded on five levels to express the opinion, confirming what the Likert method indicated in its well-known five-fold division: Completely agree = 5 degrees Agree= 4 degrees Neutral= 3 points Disagree= 2 Totally disagree = 1

Determining the level of organizational loyalty among employees in government institutions: The level of determining the level of organizational loyalty among workers in government institutions can be determined using the arithmetic average so that the beginning and end of the five-point scale categories are: fully agree (five degrees), agree (four degrees), neutral (three degrees), disagree (two degrees), disagree Exactly (one degree), and to determine the length of the five-scale cells

(lower and upper limits), the range = the largest value – the lowest value (5 – 1 = 4), was divided by the number of cells of the scale to obtain the corrected cell length (4 / 5 = 0.8) After that, this value was added to the lowest value in the scale or the beginning of the scale, which is the correct one, in order to determine the upper limit of this cell. Thus, the length of the cells became as follows:

Table No. (3)
Levels of arithmetic averages for the dimensions of the study

Level	Values
the level is very low	If the value of the mean for the expression or dimension ranges from 1 to less than 1.8
the value is low	If the mean value for a statement or dimension ranges from 1.8 to less than 2.6
the level is average	If the mean value of the phrase or dimension ranges from 2.6 to less than 3.4
the level is high	If the average value of the phrase or dimension ranges from 3.4 to less than 4.2
the level is very high	If the average value of the phrase or dimension ranges between 4.2 to 5

Field study results:

The first axis: the demographic data of employees in the governmental institutions in the study sample

Table No. (4)
the demographic data of employees in the governmental institutions in the study sample (n=106)

Standard deviation	Arithmetic mean	Rang	Quantitative variables	o.

8	47	21	Age	
7	18	20	Duration of work experience	
%	F		Sex	o.
50.9	54		Male	
49.1	52		Female	
100	106		Total	
%	F		Educational Qualification	o.
73.6	78		university qualification	
8.5	9		Postgraduate Diploma	
5.7	6		Master	
12.3	13		Ph.D.	
100	106		Total	
%	F		Administrative level	o.
42.5	45		Senior Management	
47.2	50		Middle management	
10.4	11		Executive Management	
100	106		Total	

%	F	Obtaining training courses	o.
84	89	Yes	
16	17	No	
100	106	Total	

The results of Table No. (4) show that:

-The average age of employees in government institutions is (47) years, with a standard deviation of approximately (8) years, and the difference between the oldest and youngest age is (21) years. As the youngest age is (35) years and the oldest age for employees in government institutions is (56) years.

- The average period of experience of employees in government institutions is (18) years, with a standard deviation of

approximately (7) years, and the difference between the largest and smallest experience is (20) years. Whereas, the minimum experience period is (10) years and the largest experience period for employees in government institutions is (30) years.

- The largest percentage of employees in government institutions are males (50.9%), while females (49.1%).

-The largest percentage of employees in government institutions hold a university qualification with a rate of (73.6%), followed by those with a PhD with a rate of (12.3%), then those with a postgraduate diploma with a rate of (8.5%), and finally with a master's degree with a rate of (5.7%).

- The largest percentage of employees in government institutions is at the administrative level (47.2%), middle management, then senior management (42.5%), and finally executive management (10.4%).

- The percentage (84%) of employees in government institutions have received training courses in the field of work. While the percentage (16%) of employees in government institutions did not receive training courses in the field of work.

Second axis: Dimensions of organizational loyalty among employees in government institutions in Cairo Governorate:

(1) Emotional Organizational Loyalty:

Table No. (5)
Emotional organizational loyalty (n=106)

rank or order	standard deviation	arithmetic mean	Statements	o.
4	0.96	3.76	I feel that there is a family atmosphere in this organization	
2	1.05	3.94	I feel a strong	

rank or order	standard deviation	arithmetic mean	Statements	o.
			affiliation with this organization	
1	0.97	4.07	This organization holds a high place in my mind	
5	1.21	3.51	I would be happy to spend the rest of my career in this organization	
3	1.03	3.81	I feel proud when I talk about the organization with others	
6	1.2	3.46	I see the problems facing the organization as part of my personal problems	
High level	0.87	3.76	Dimension as a whole	

The results of Table No. (5) show that the level of emotional organizational loyalty among employees in governmental institutions in Cairo Governorate is high, with an arithmetic average of (3.76), and the indicators of this according to the arithmetic mean arrangement: the first rank or order for this organization is a high position in myself with an arithmetic average of (4.07), followed by the second rank or order , I feel a strong affiliation towards this The organization has an average

of (3.94), then the third rank or order I feel proud when I talk about the organization with others with an average of (3.81), and finally the sixth rank or order I look at the problems facing the organization as part of my personal problems with an average (3.46).

This result is consistent with the study of Abdel-Fattah Saleh Khleifat and Mona Khalaf Al-Malahameh (2009), the study of Musab Bit Abdel-Hadi Al-Qathami and Saad Marzouq Musharraf Al-Otaibi (2009), the study of Ahmed Jamal Ghazali (2016), and the study of Abdullah bin Nasser Al-Qablan (2016).

(2) Continuing Organizational Loyalty:

Table No. (6)
Continuing organizational loyalty (n=106)

rank or order	standard deviation	arithmetic mean	Statements	o.
1	1.12	3.7	I see that my continued work is due to my love for this organization	
5	1.36	3.35	Many things will go wrong in my life if I decide to leave the current organization	
3	1.33	3.46	I do not consider moving to another job in another organization	
2	1.13	3.65	My stay in the organization stems from my need to work in it	
4	1.25	3.35	The organization offers me advantages that are not available in other organizations	

The level of organizational loyalty among employees and ways to strengthen it - A field study applied to some governmental institutions in Cairo Governorate

rank or order	standard deviation	arithmetic mean	Statements	o.
6	1.32	3.33	It is difficult to find another suitable job opportunity for me in another organization	
High level	0.83	3.47	Dimension as a whole	

The results of Table No. (6) show that the level of organizational and continuity loyalty among employees in governmental institutions in Cairo Governorate is high, with an arithmetic average of (3.47), and the indicators of that according to the arithmetic mean arrangement: the first rank or order I see that my continuity in work is due to my love for this organization with an arithmetic average of (3.7), followed by the second rank or order is my survival In the organization stems from my need to work in it with a mean of (3.65), then the third rank or order I do not think about moving to another job in another organization with a mean of (2.46), and finally the sixth rank or order is difficult to get another suitable job opportunity for me in another organization with a mean of (3.33).

This result agrees with the study of Al Barioti & H. Freih (2009), and the study of Adam I. & et. al. (2015), and the study of Ahmed Gamal Ghazali (2016).

(3) Moral or ethical Organizational Loyalty:

Table No. (7)

Moral or ethical organizational loyalty (n=106)

rank or order	standard deviation	arithmetic mean	Statements	o.

rank or order	standard deviation	arithmetic mean	Statements	o.
6	1.31	2.46	I believe that moving to another organization is immoral	
2	1.14	3.69	I feel that I owe a lot to the organization I work for	
4	1.21	2.85	I would be dissatisfied with myself if I left the organization I work for	
3	1.31	3.03	I feel the need to morally continue my current job with better offers in other organizations	
1	1.04	4.08	I feel the need for commitment and loyalty to the organization I work for	
5	1.23	2.71	It is preferable for individuals to spend their careers in the same organization they work for	
Medium level	0.88	3.14	Dimension as a whole	

The results of Table No. (7) show that the level of ethical organizational loyalty among employees in governmental institutions in Cairo Governorate is medium, with an arithmetic

average of (3.14), and the indicators of that according to the arithmetic mean arrangement: The first rank or order is I feel the necessity of commitment and loyalty to the organization in which I work with an arithmetic mean of (4.08), followed by the second rank or order : I feel indebted Much to the organization in which I work, with an average of (3.69), then the third rank or order , I feel the need to continue morally in my current work, with better offers in other organizations, with an average of (3.03), and finally the sixth rank or order , I see that moving to another organization is immoral, with an average of (2.46).

This result is consistent with the study of Musab Bit Abdulhadi Al-Qathami and Saad Marzouq Musharraf Al-Otaibi (2009), the study of Kumar D. & Shekhar C. (2012), and the study of Abdullah bin Nasser Al-Qablan (2016).

The level of organizational loyalty among employees in governmental institutions in Cairo Governorate as a whole:

Table No. (8)
The level of organizational loyalty among employees in governmental institutions in Cairo Governorate as a whole (n=106)

Rank or order	Level	standard deviation	arithmetic mean	Dimensions	
1	High	0.87	3.76	Emotional organizational loyalty	
2	High	0.83	3.47	Continuity organizational loyalty	
3	Medium.	0.88	3.14	Moral or ethics	

			organizational loyalty	
High Level	0.77	3.46	Dimensions of organizational loyalty as a whole	

The results of Table No. (8) show that the level of organizational loyalty among employees in governmental institutions in Cairo Governorate as a whole is high, with an arithmetic average of (3.46), and the indicators of that according to the arithmetic mean arrangement: the first rank or order is emotional organizational loyalty with an arithmetic mean of (3.76), followed by the second rank or order of continuity organizational loyalty with an arithmetic mean of (3.47). Finally, the third rank or order is moral or ethical organizational loyalty, with an arithmetic mean (3.14).

The third axis: Testing the study hypotheses:

(1) Testing the first hypothesis of the study: There is a statistically significant relationship at the level of significance (a = 0.05) between the demographic data of the employees (sex / age / academic qualification) and their determination of their level of organizational loyalty:

Table No. (9)

The relationship between the demographic data of employees and their determination of their level of organizational loyalty (n=106)

Dimensions of organizational loyalty as a whole			The demographic data	o.
Significance	The value of the parameter	The parameter used		
not	48.480	Q^2	Sex	

significant				
significant **	0.285	Pearson	Age	
not significant	0.081	Gamma	Academic qualification	

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (9) show that:

- There is a direct, statistically significant relationship at a significant level (a = 0.01) between the age of employees and their determination of their level of organizational loyalty. In other words, the higher the age of the employees, the higher their identification of the level of organizational loyalty they have.

- There is no statistically significant relationship at a significant level (a = 0.05) between the demographic data of employees (sex / educational qualification) and their determination of the level of organizational loyalty they have, and this means that determining the level of organizational loyalty among employees in governmental institutions in Cairo Governorate does not differ according to the data employees (sex and academic qualification).

- Which makes us partially accept the first hypothesis of the study, which states that "there is a statistically significant relationship at a significant level (a = 0.05) between the demographic data of the employees (sex / age / academic qualification) and their determination of the level of organizational loyalty they have.

(2) Testing the second hypothesis of the study:

There is a statistically significant relationship at the level of significance (a = 0.05) between the work data of the employees (administrative level / duration of experience / obtaining training courses) and their determination of the level of organizational loyalty they have:

Table No. (10)
The relationship between employees' work data and their determination of their level of organizational loyalty
(n=106)

Dimensions of organizational loyalty as a whole			Work data	o.
Significance	The value of the parameter	The parameter used		
not significant	0.161	Gamma	Administrative level	
Significant *	0.219	Pearson	Duration of Experience	
not significant	68.868	Q^2	Obtaining training courses	

** Significant at (0.01)   * Significant at (0.05)

The results of Table No. (8) show that:

- There is a direct and statistically significant relationship at a significant level (a = 0.01) between the duration of the employees' experience and their determination of the level of organizational loyalty they have. In other words, the higher the employees' experience, the higher their determination of the level of organizational loyalty they have.

- There is no statistically significant relationship at a significant level (a = 0.05) between the work data of employees (administrative level / obtaining training courses) and their determination of the level of organizational loyalty they have, and this means that determining the level of organizational loyalty among employees in governmental institutions in Cairo

governorate does not It varies according to the work data of the employees (administrative level, obtaining training courses).

- Which makes us accept the second hypothesis of the study in part, which states that "there is a statistically significant relationship at a significant level (a = 0.05)) between the work data of the employees (administrative level / duration of experience / obtaining training courses) and their determination of the level of organizational loyalty they have.

Table No. (11)

Suggestions to enhance organizational loyalty among employees in the organizations in which they work from their point of view (n = 106)

		Suggestions	o.
8.9	0	Taking into account the human dimension of the employees physically, morally, psychologically and socially	
5.1	6	Increasing the salaries of employees	
3.2	4	Increasing the number of training courses	
0.4	1	Achieving justice and equality in rights and duties	
0.4	1	Increasing interest in sports and recreational activities inside and outside the organization	
0.4	1	Studying employees' proposals to develop the work environment	
4	0	Activating participation of employees	
5.		Increasing the financial motivation of employees	
7.		Encouraging and motivating employees to perform work efficiently	
7.		Increasing the spirit of competition among employees	0
8.		Increasing employees job satisfaction	1

8.		Creating a family atmosphere between employees and management	2
8.		Approval of a job structure that takes into account the good employment of employees and the development of their skills	3
8.		Following up on employee problems/complaints and work to solve them	4
8.		Providing health care to employees	5
---	31	Total responses	

It is clear from Table No. (11) the respondents made 15 proposals or recommendations that, if implemented or provided, could contribute to enhancing organizational loyalty for them and their fellow employees. These proposals and recommendations were as follows, arranged in descending order:

1- Taking into account the human dimension of the employees physically, morally, psychologically and socially.

2- Increasing the salaries of employees.

3- Increasing the number of training courses.

4- Achieving justice and equality in rights and duties.

5- Increasing interest in sports and recreational activities inside and outside the organization.

6- Studying employees' proposals to develop and benefit from the work environment.

7- Activating participation of employees.

8- Increasing the material motivation of employees.

9- Encouraging and motivating workers to perform work efficiently.

10- Increasing the spirit of competition among employees.

11- Increasing job satisfaction for employees.

12- Creating a family atmosphere between employees and management.

13- Adopting a career structure that takes into account the good employment of employees and the development of their skills.

14- Following up on employee problems/complaints and work to solve them.

15- Provide health care for employees.

By dividing the total responses by the number of respondents (the study sample) 131 ÷ 106 = 1.23 responses, it was found that almost every one referred to one proposal or one recommendation. These proposals and recommendations can be considered as recommendations for the current study from the point of view of the study sample.

Research recommendations:

In addition to the above, the following methods can be proposed that can contribute to building and strengthening organizational loyalty among workers in organizations in general and in government institutions in Egypt in particular:

1- Understanding the motivations of workers and their impact on behavior.

2- Studying and satisfying the workers' needs.

3- Improving the salary and wages scale.

4- Providing benefits and services to workers and their families.

5- Existence of a continuous, appropriate, fair and objective incentive system.

6- Providing more opportunities for promotion.

7- Providing the training that workers need.

8- Achieving job satisfaction for employees.

9- Improving material working conditions.

10- Improving work tools.

11- Applying the principle of participatory management.

12- Applying the principle of management with love and fun.

13-Applying the principle of open management.

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