

The Level Of Organizational Loyalty Among The Workers Of The Youth Institutions Bureau In Djelfa

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Abstract:

The study aimed to identify the level of organizational loyalty to the Office of Youth Institutions in Djelfa. The descriptive analytical approach was adopted as it is the most appropriate to the subject of the study. The study population may consist of a simple random sample estimated at: 126 employees The questionnaire was the means of data collection, which consisted of two parts, the first part is information about the employee. The second part is about organizational loyalty Spss program was used to analyze the data, through which the frequencies, percentages, arithmetic means, standard deviations, and testT tests were obtained. The study found: - There is high loyalty among the workers of the Youth Institutions Bureau in the state of Djelfa. - There are no statistically significant differences due to demographic variables (gender, age, family status, educational qualification, experience).

Keywords: organizational loyalty. Youth Institutions Office.

INTRODUCTION:

The human resources are one of the most important pillars of organization and their success, so through the human resources, these organizations can achieve their goals and reaching their desire. So when establishing any institution, the focus on bringing the competent workers whose have the ability to perform the tasks and the works required to be performed. The most important of these conditions is that these workers must have the ability and the competence to perform the works. When a business is concluded between the two parties, there are rights and duties that all parties must abide by. Among the most important duties of workers is loyalty to this organization and the time plays a big in developing and enhancing this feeling.

(Wallpapers, Saga, 2009).

The organizations always need loyalty of their employees for special considerations and the organizational loyalty is the link between the

workers and the institution, and it is also the motivation for adopting the institution's values and goals as well as a result of the economic, social and psychological changes taking place in various aspects of life which leads to turnover, frequent absenteeism, and lack of discipline. The effects of these have been reflected on the individuals, including workers at the Youth Institutions Office. Then, symptoms of this appeared in various behavioral forms that obstruct the work which makes some of them indifferent and the others change the institution and demand a transfer, thus leads to a lack of organizational effectiveness which makes the Youth Institutions Office need organizational loyalty.

The importance of the organizational loyalty for such issues in helping individuals and alleviating problems that hinder the process of adapting to their professional environment, we decided to address the problem in our study.

The worker's loyalty is intended to the strength of his integration with the youth institutions office,

the degree with his connection with it , his acceptance of its goals and values and make a big effort for it with his desire in continuation his work. It means the worker's harmony with his organization in which he works and his strong desire to work there, regardless of the financial return.

The study hypothesis:

We expect a high level of the organizational loyalty among workers at the office of youth institutions in Djelfa.

The organizational loyalty:

Loyalty is belonging, affiliation and sincerity, and when we say that their children are loyal to their parents; this means their belonging and loyalty to them. Then, loyalty in this sense involves connection, cohesion and attraction towards others. (Jawad, 2010, p. 278).

Definition of Attia:

The organizational loyalty is the unification of the worker with the organization in which he works and his desire to maintain his membership in it. (Backgrounds, 2009, p. 292).

Definition of Ronald Reagor:

Loyalty to the institution is an individual's feelings toward the institution in which he works and his attitudes toward it. These feelings are linked to the individual's acceptance of the organization's goals. (Riggio, 1999, p. 27)

Defining the procedural concepts of the study variables:

The organizational loyalty: it is represented by the extent of sincerity, integration and love shown by an employee at the Office Youth Institutions in Djelfa. This is reflected in their acceptance of its goals, their dedication, their strong desire, and their continuous effort to make it successful.

The degree of organizational loyalty among employees of the Youth Institutions Office in Djelfa is determined by referring to the organizational loyalty scale developed by Mowday and his colleagues (Mowday Et Others 1979) to

identify the loyalty degrees of this category of users.

The study importance:

Studying the topic of the organizational loyalty in the Office of Youth Institutions in Djelfa is extremely important due to its importance and impact, without forgetting our need to know the level and reality of the organizational loyalty which is especially considered one of the modern administrative concepts. It helps to reduce absenteeism and improve efforts at work. In addition, the effect of organizational loyalty on the lives of workers may extend to their private lives outside the scope of the Youth Institutions Office. The employees with high organizational loyalty tend to do more for the organization and tend to endorse the school's values and stay longer.

Through this study, we will try as much as possible to highlight the state and reality of employee organizational loyalty and learn the most important methods that stand in the way of achieving and strengthening organizational loyalty in the office of youth institutions in Djelfa.

The study objectives: The objectives of this study are determined in:

- 1- Identifying the level of organizational loyalty among workers at the Office of Youth Institutions in Djelfa.
- 2- This study is useful in researching to find out the most effective ways and methods to raise the level of organizational loyalty.

Study approach:

As is known, research methods in the social sciences differ depending on the aspects of social reality in terms of quantity and quality. However, this does not exempt the researcher from the necessity of choosing the appropriate method to carry out his research, according to what the subject studied imposes. Each aspect of social reality has a specific methodology.

The approach is defined as a set of processes and steps that the researcher follows to identify the phenomenon for his research investigation.

In other meaning, it is considered the path leading to truth in the sciences through a set of

general rules that dominate and direct the mind and determine its operations until it reaches a certain result. The nature of the subject of the study and the material to be collected through research and study are among the factors and determinants of the approach followed. Therefore, we chose the descriptive approach because of the ability of this approach to accurately describe a phenomenon such as the phenomenon of organizational loyalty, which enables us to link, analyse, and interpret all the information to reach a general conclusion about it.

The descriptive approach:

It is the most common, widespread and used method in educational and psychological studies in particular and social studies in general, and it focuses on what exists in its description and interpretation of the phenomenon in question.

(Boufateh, Daoudi, 2007, p. 81)

The descriptive application expresses the collection of data, both qualitative and quantitative, about the phenomenon under study in order to analyze and interpret it, to trace the results to learn them and their characteristics, and to determine the relationships between its elements and between it and other phenomena so that you can make generalizations.

(Abdul Basit Muhammad Hassan, 1990, p. 283)

While Maurice Ingres specifies another definition of the quantitative method, since the latter is essentially the method that aims to measure phenomena, that is, measure the basic units of analysis of the subject under study through statistical analysis.

(Ingres, 2004, p. 100)

It is adopted in our current study with the aim of controlling and measuring the variables of the subject procedurally and statistically by employing statistical methods and all their laws to prove the strength or weakness of the connection between what was implicitly implied by the hypotheses. In order to investigate the aspects of the phenomenon under study and enable us to find solutions to our questions, we decided to employ quantitative layers to give us a numerical description that can be interpreted, and reduce the clarity or size of the phenomenon. Therefore, it is a group of observation of the phenomenon.

The study sample: Choosing a study sample is one of the necessary and important matters in the study. Then, It is known that there are many methods that help us choose the sample required for the study, the study included a group of workers from youth institutions in Djelfa, and the sample was selected randomly: 35 workers.

Analysis of sample characteristics:

This sample was studied in terms of the following characteristics:

Gender - age - marital status - seniority - academic qualification

Description of the basic study sample: The sample of the basic study was (35) workers at the Bureau of Youth and Sports Institutions, as an initial step for the basic study. The following tables show the distribution of the sample members according to each variable.

Gender:

Table 1: shows the distribution of sample members according to the gender variable

Gender	Number	Percentage
Females	10	29.30%
Males	25	70.70%

Total	35	100%
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Source: (Prepared by researchers based on SPSS results)

From the table it is clear that the number of females was (10) individuals, i.e. 29.30%, and the number

of males was (25) individuals, i.e. 70.70%. The total was 35 individuals.

-According to the age variable:

Table 2: shows the distribution of sample members according to the age variable

Age	Frequency	Percentage
Under 25 years	2	4.3%
26 – 30 years	7	20%
31 – 35 years	12	34.3%
36 – 40 years	9	25%
Over 41 years	5	16.4%
Total	35	100%

Source: (Prepared by researchers based on SPSS results)

Table No. (02) shows that 4.3% were aged 25 years or younger, 20% of the study sample were aged from 26 to 30 years, 34.3% of the study sample were aged from 31 to 35 years, and 25% of the study sample were aged from 36 to 45 years, and 23% of the study sample were aged 46 years or

over. This shows that the majority of the respondents are from the youth category. This is due to the role of youth in the youth and sports sector and involvement in the field of work in the sector, and this explains the noticeable expansion in the human frame of youth.

-According to the marital status variable:

Table 3: shows the distribution of sample members according to the marital status variable

Marital status	Number	Percentage
Single	9	24.3%
Married	25	75.7%
Total	35	100%

Source: (Prepared by researchers based on SPSS results)

The table shows that the number of single people is estimated at (09) individuals, i.e. 24.30%, and the

number of married individuals is estimated at 26 individuals, i.e. 24.30%, and the total was 35 individuals.

-According to the seniority variable:

Table 4: shows the distribution of sample members according to the seniority variable

Years of experience	Frequency	Percentage
Under 5 years	12	34.3%
6 – 10 years	8	22.1%
11 – 15 years	2	6.4%
16 – 20 years	3	8.6%
21 years and over	10	28.6%
Total	35	100%

Source: (Prepared by researchers based on SPSS results)

The table shows:

- The number of individuals under 5 years old is estimated at 12 i.e 34.30%
- The number of individuals from 6 to 10 years old is estimated at 8 individuals i.e 22.1%.

- The number of individuals between 11 and 15 years old is estimated at 20 individuals i.e 6.4%.
- The number of individuals between 16 and 20 years old is estimated at 30 individuals i.e 8.6%.
- An estimated 10 individuals over 21 years old i.e 28.6%.

-According to academic qualification:

Table 5: Distribution of the study sample according to academic qualification

Source: (Prepared by researchers based on SPSS results)

Academic qualification	Frequency	Percentage
Primary	4	12.1%
Middle	5	14.3%
Secondary	19	52.9%
University	7	20.7%
Total	35	100%

Table No. (05) shows that 12.1% of the study sample is at the primary level, 14.3% has an intermediate educational qualification, and 20.7% has a university academic qualification. These percentages show that the largest group is of those with a secondary level and holders of university degrees. This is because the majority of employees agreed to continue Their university studies while serving.

Study tool:

The tools used for study vary from one study to another based on the nature of the subject, the type of data to be collected, and the research objectives. In light of these points, a single tool was adopted for data collection, and this tool is represented by the Organizational Commitment Questionnaire (LOCQ) by Mayer, Allen, and Smith. It consists of 18 items that measure three dimensions:

Emotional commitment (Items 1-6): Reflects a strong attachment to the organization, acceptance of its goals and values, and being influenced by them. This commitment stems from a personal connection to the organization, characterized by a strong belief in its goals and values, a willingness

to exert significant effort on its behalf, and a desire to remain working within it.

Continuance commitment (Items 7-12): Indicates the desire to continue working in the organization and remain a member due to the inability to sacrifice it, given the costs associated. Baker and later Allen and Meyer studied this aspect, associating it with the investment of the worker in the organization, emphasizing that this investment would be lost if the employee left the institution. (Naamouni,2014,p.180).

Normative commitment (Items 13-18): Represents another dimension of organizational commitment, expressing ethical and personal commitment to adhering to the organization's values and goals. It results from the influence of social, cultural, and religious values, representing internal normative pressures that drive individuals to work towards the organization's goals. It is assessed using a 5-point Likert scale.

(Naamouni,2014,p.181)

The scores reflect the items as indicated in paragraphs (2-3-4-11-12-16). The following variables were considered: gender, age, marital status, educational qualifications, and experience.

Table 6: Explains paragraphs variation

Answer	Totally agree	Agree	Agreeing somehow	Disagree	Completely disagree
Variation	5	4	3	2	1

Source: (Prepared by researchers based on SPSS results)

Scale Description: The organizational loyalty scale consists of 18 items. The format is as follows: Strongly Disagree - Disagree - Neither Agree nor Disagree - Agree Somewhat - Strongly Agree. The scale ranges from 18 to 90.

Method of Scale Scoring: The scale follows a scoring method where the maximum score a respondent can obtain for each item is 5. The scoring correction for the response list is as follows:

- Strongly Disagree gives the respondent 01 point.
- Disagree gives the respondent 02 points.

- Neither Agree nor Disagree gives the respondent 03 points.
- Agree Somewhat gives the respondent 04 points.
- Strongly Agree gives the respondent 05 points.

Table 8: Explains the total result of degrees

Degree	0-18	19-36	37-54	55-72	73-90
Explanation	Absence of loyalty	Low loyalty	Average loyalty	High loyalty	Very high loyalty

Source: (Prepared by researchers based on SPSS results)

General Hypothesis: The level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa is high.

Table 9: T test of variation between the arithmetic and hypothetical means

Range	Arithmetic mean	Standard deviation	Hypothetical mean	Significance level	T
Organizational loyalty	150.0000	7.0000	104	0.0000	0.247

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, a T-test for differences between the mean and the hypothetical mean was used. Table (09) shows that the organizational loyalty was assessed with an average of 105.0000 compared to the hypothetical average of 104, determined procedurally as the product of the mean value in the scale and the number of items, which is 52 items ($2 * 52 = 104$). The table indicates that the significance level is much less than 0.05, thus accepting the hypothesis that organizational loyalty

among employees of the Office of Youth Institutions in Djelfa is high. This could be attributed to a healthy organizational climate, dominant leadership style, and employees' commitment to their tasks under all circumstances. This study aligns with previous research by Abadou Khadija, where organizational loyalty was high.

First Hypothesis: There are no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to the gender variable.

Table 10: T test of differences between the averages of two independent samples based on the variable 'sex'

Range	Arithmetic mean	Significance level	T
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	male	female		
Level of organizational loyalty	63.94	63.05	0.64	0.45

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, an independent samples T-test was used, and the results are shown in Table (10). The average for males was 63.94, while for females, it was 63.05. After conducting the T-test, the significance level was found to be 0.64, which is greater than 0.05. This indicates the acceptance of the null hypothesis, suggesting no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to

the gender variable. The study justifies this by emphasizing the shared values between genders, the prevailing organizational climate, and culture that do not differentiate between genders. This result is consistent with studies by Ben Hafiz and Dzair, which also found no gender differences in organizational loyalty.

Second Hypothesis: There are no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to the age variable.

Table 11: ANOVA test for age variable differences

Age	Arithmetic mean			Significance level	F
Organizational loyalty	20-25	26-31	32-37	0.742	1.49
	102.0000	113.0000	100.0000		

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, a one-way analysis of variance (ANOVA) for differences in means between three or more samples was used, and the results are shown in Table (11). The table indicates that there are no statistically significant

differences. This result aligns with studies by Awama, Chvsmir, Al-Tajam, Al-Fadli, Al-Makhlafi, and Al-Maani, which also found no significant impact of age on organizational loyalty. In contrast, studies by Al-Amri and Al-Suwat suggested an age effect on organizational loyalty, linking it to long-term employment and the strong loyalty that develops over time.

Third Hypothesis: There are no statistically significant differences in the level of organizational loyalty among employees of the

Office of Youth Institutions in Djelfa attributed to the marital status variable.

Table 12: T test of differences between the average of two independent samples based on social status variable.

Range	Arithmetic mean		Significance level	T
	Married	Single		
Level of organizational loyalty	64.25	61.91	0.25	1.13

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, an independent samples T-test was used, and the results are shown in Table (12). The average organizational loyalty for married individuals was 64.25%, and for unmarried individuals, it was 61.91%. The hypothesis stating the absence of statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa due to marital

status was accepted. This result aligns with studies by Filman and Al-Maani and contradicts studies by Alam, Dzair, and Al-Otaibi and Al-Suwat, which indicated that unmarried employees tend to exhibit higher levels of continuous loyalty due to their focus on personal development and dedication to their current work.

Fourth Hypothesis: There are no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to the educational qualification variable.

Range	Arithmetic mean				Significance level	F
	primary	Middle school	High school	university		
Level of organizational loyalty	67.76	64.95	63.03	62.07	0.27	1.30

Table 13: ANOVA test for educational qualification variable differences.

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, a one-way analysis of variance (ANOVA) for differences in means between three or more samples was used, and the results are shown in the table above. The average loyalty for those with primary education was 67.76, for those with intermediate education was 64.95, and for those with secondary education was 62.07. The hypothesis stating the absence of statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa due to the

educational qualification variable was accepted. The study justifies this by emphasizing the establishment of workplace values and the sanctification of work. The result is consistent with the study by Al-Tajam, which indicated no significant correlation between educational level and organizational loyalty, but contrary to the study by Al-Maani.

Fifth Hypothesis: There are no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to the years of service variable.

Table 14: ANOVA test for differences according to years of service

Range	Arithmetic mean					Significance level	F
	Less than 5 y	6-10 y	11-15 y	16-20 y	More than 21 y		
Level of organizational loyalty	62.85	62.39	69	62.50	64.83	0.44	0.93

Source: (Prepared by researchers based on SPSS results)

To test this hypothesis, a one-way analysis of variance (ANOVA) for differences in means between three or more samples was used, and the results are shown in the table above. The significance level was 0.44, greater than 0.05, indicating no statistically significant differences in the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa attributed to the years of service variable. The study suggests that employees, over time, acquire experience and necessary skills, making it

easier for them to adapt to job responsibilities and interact with the work environment. This result is consistent with studies by Al-Sqaf, Al-Anzi, and Al-Maani, but contrary to studies by Al-Qattan, Al-Adailah, Alam, Ben Hamdan, and Al-Fadli, which suggested a positive correlation between years of service and organizational loyalty.

Conclusion: Based on our study on the level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa, we conclude that there is a high level of loyalty among these employees related to demographic factors. The study found:

- A high level of organizational loyalty among employees of the Office of Youth Institutions in Djelfa.
- No statistically significant differences in organizational loyalty based on gender, age, marital status, educational qualification, and years of service. The study concludes with several recommendations, including the development of awareness regarding organizational loyalty, capacity building for employees with opportunities for decision-making involvement, and attention to both material and moral incentives within the organization.
- Providing opportunities for workers to apply knowledge, skills, and creative abilities in their work.

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