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THE LEVEL OF ORGANIZATIONAL LOYALTY IN ECONOMIC INSTITUTIONS: A CASE STUDY OF HOLCIM CEMENT COMPANY IN M'SILA

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ABSTRACT

This research investigates the degree of organizational loyalty exhibited by employees at Lafarge Holcim Cement Company, located in Hammam Dalaa, M'sila. It further examines the potential correlation between this loyalty and key demographic variables, including gender, age, educational attainment, and length of service within the organization. Employing a descriptive-analytical methodology, the study was designed to answer its central research question concerning the extent of employee loyalty at the specified company. A comprehensive theoretical framework was established, and a tailored questionnaire was developed as the primary instrument for measuring organizational loyalty.

The research was conducted among a population of 450 employees, from which a sample of 40 individuals was selected for in-depth analysis. The results demonstrated a notably high overall level of organizational loyalty among the workforce. Statistical analysis revealed that loyalty levels did not vary significantly across different categories of gender, age, or educational background. However, a statistically significant relationship was identified between organizational loyalty and the duration of an employee's experience within the company, indicating that length of service is a influential factor.

KEYWORDS

Organizational Loyalty, Affective Loyalty, Ethical Loyalty, Continuous Loyalty

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1. Introduction

Organizational loyalty serves as a fundamental pillar for institutional success, playing a vital role in the realization of organizational objectives. This concept has emerged as a critical focus in academic research due to its demonstrable positive effects on both workforce satisfaction and institutional performance, as well as its crucial role in strengthening employer-employee relationships. When employees exhibit strong organizational loyalty, they develop deeper connections with their institution, resulting in increased commitment to remain within the organization. This commitment generates greater job satisfaction, enhanced workplace stability, and improved performance outcomes. Institutions that successfully cultivate organizational loyalty demonstrate greater capacity to retain valuable personnel. Consequently, developing and maintaining organizational loyalty has become an essential strategic priority for organizations seeking to preserve their skilled human capital, ensure operational continuity, and achieve their long-term goals.

First: Research Problem and Questions

Building upon these foundational considerations, this study addresses the following central research problem:

What is the level of organizational loyalty among the employees of Holcim Cement Company in M'Sila?

Relying on the main problem, the following sub-questions are posed:

1. What is the level of organizational loyalty among the employees in the institution under study?

Does the level of organizational loyalty among the employees in the

2. institution differ based on their gender?

3. Does the level of organizational loyalty among the employees in the institution differ based on their age?

4. Does the level of organizational loyalty among the employees in the institution differ based on their educational level?

5. Does the level of organizational loyalty among the employees in the institution differ based on their years of experience in the institution?

Second: Hypotheses of the Study

Based on the problem and the sub-questions posed, the following hypotheses can be formulated:

1. There is a high level of organizational loyalty among the employees of the institution under study.

2. There are statistically significant differences in the responses of the study sample regarding the level of organizational loyalty among the employees in the institution under study attributed to the variable of gender.

3. There are statistically significant differences in the responses of the study sample regarding the level of organizational loyalty among the employees in the institution under study attributed to the variable of age.

4. There are statistically significant differences in the responses of the study sample regarding the level of organizational loyalty among the employees in the institution under study attributed to the variable of educational level.

5. There are statistically significant differences in the responses of the study sample regarding the level of organizational loyalty among the employees in the institution under study attributed to the variable of years of experience in the institution.

Third: Importance of the Study

- To understand the dimensions that comprise the concept of organizational loyalty.
- To determine the level and status of organizational loyalty within the institution under study.

Fourth: Objectives of the Study

This research aims to address the central question presented in this investigation and to empirically validate the proposed hypotheses. The study seeks to achieve this dual purpose through a comprehensive examination of the various facets of organizational loyalty and by quantitatively assessing the degree of loyalty exhibited by employees within the subject organization. By employing field study methodologies, the research will measure and analyze the manifestation of organizational commitment among the workforce, thereby providing substantive data to both resolve the initial research problem and test the theoretical assumptions put forward in this study.

Fifth: Limits of the Study

• **Subjective Limits:** The study focused on understanding the level of organizational loyalty in the institution under study.

• **Human Limits:** A sample of employees from Lafarge Holcim Cement Company in M'Sila.

• **Spatial Limits:** The field study was conducted at Holcim Cement Company in M'Sila.

• **Temporal Limits:** The internship period was from 01/03/2024 to 02/05/2024, during which the questionnaire was distributed to a sample of employees at Holcim Cement Company in M'Sila.

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Sixth: Study Methodology

The descriptive approach was adopted to define the study variables, along with statistical analysis to analyze the responses of the study sample to the statements in the field study tool (questionnaire) and to process them statistically.

Seventh: Structure of the Study

To address this topic, the study was divided into two parts as follows:

- **Theoretical Part:** This part covers general definitions of the concept of organizational loyalty, its importance, its development stages, and the methods that can be followed to succeed in these stages, in addition to indicators and dimensions of organizational loyalty.

- **Practical Part:** This part presents the methodological procedures of the study, starting with an introduction to the institution under study, the data collection tool (questionnaire), the method of selecting the sample and its characteristics, using some statistical methods, followed by tabulating the data in tables, analyzing, interpreting the data, and presenting the final results of the study and discussing them based on the formulated hypotheses.

1. Theoretical Framework:

1.1. Definition of Organizational Loyalty:

Sheldon defines it as: "A positive evaluation of the institution and an intention to work towards achieving its goals". (Zinini, 2013, p. 8)

Riggio states that: "Loyalty or commitment to an institution is an individual's feelings and attitudes towards the institution they work for, which are linked to their acceptance of the institution's goals and values, willingness to exert effort on its behalf, and desire to remain a member". (Ronald, 1999, p. 276)

The organizational loyalty is an individual's strong and effective attachment to an organization's goals and values. (Buchanan, 1974, pp. 533-546)

Loyalty refers to a willingness to sacrifice in the Encyclopedic Dictionary of Business Ethics. It means identifying with organization and feeling responsibility toward organization. (Vandekerckhove Wim, 2004, pp. 225-233)

Organizational loyalty was defined by Graham (1991) as identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individual, work groups, and departments. Representative behaviors include defending the organization against threats; contributing to its good reputation; and cooperating with others to serve the interests of the whole. (Graham, 1991, p. 255)

Organizational loyalty is promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions. (Organ et al., 2006). (Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B., 2006, p. 37)

Organizational loyalty is the psychological connection or commitment to the organization, and it develops as a new result of the job. In other words, the employee's satisfaction in the work environment has a feeling of commitment towards commitment in general and towards the employee towards the organization's behavior of loyalty. (Rajput, Shweta. Singhal, Mayank. Shivkant, Tiwari., 2016, p. 105)

Solomon also defined Organizational loyalty as the desire to stay in the organization and strive for its success. (Solomon, 1992, p. 52)

Defined as: "a lifelong relationship with an employer". (Wan, 2012, pp. 3-6)

From these definitions, it is clear that some definitions view loyalty from the individual's perspective, while others view it from the institution's perspective. Hence, a comprehensive definition can be stated as: Organizational loyalty is an emotional feeling that occurs when employees believe in the organization's goals and strive to achieve them as if they were their own. The institution, in turn, also believes in its employees and seeks to satisfy their material and emotional needs while considering their psychological and social aspects. Thus, when an employee makes a decision, they consider its impact on both themselves and the institution. Similarly, the institution aims to align its goals with those of its employees, resulting in mutual loyalty between the individual and the institution.

1.2. Importance of Organizational Loyalty:

Organizational loyalty serves as a crucial measure of the congruence between employees' values and those of their institution. Employees who demonstrate strong organizational commitment typically invest greater effort in their work, actively uphold institutional values and principles, and show increased retention rates. The significance of fostering organizational loyalty can be understood through several key aspects:

- Loyalty is a crucial factor in ensuring the success, continuity, and increased productivity of institutions.

- It is an essential element in linking the institution with its employees, especially when the institution cannot provide appropriate incentives to drive individuals to work and achieve high performance. (Al-Baroudi, 2015, pp. 78-79)

- It influences behavior from the inside out, preparing individuals to work in line with the institution's principles without needing constant guidance and control.
- Institution's principles without needing constant guidance and control.
- It serves as a foundation for fostering creativity and innovation among the institution's employees.
- It ensures the continuity of the institution's workforce, especially those with high competencies.
- It helps employees clarify their career paths and define their life goals.
- Employees' loyalty and sense of belonging make work more flexible and easier for leaders to guide subordinates.

1.3 Stages of Organizational Loyalty Development:

The development of organizational loyalty is a matter with differing interpretations of its stages among researchers. We will try to present each researcher's perspective as follows:

1.3.1. Buchanan's (1974) Stages of Organizational Loyalty Development:

Buchanan (1974) outlined three sequential stages in the development of organizational loyalty among managers:

1.3.1.1. Trial Stage: This initial stage commences upon an individual's entry into an organizational setting and typically extends for approximately one year. Throughout this formative period, the new employee undergoes a process of organizational socialization involving orientation, skill development, and acclimatization. The individual actively works toward gaining organizational acceptance, adapting to the workplace environment, and showcasing their professional capabilities and competencies through job performance. Buchanan characterizes this phase by the following key experiences:

- Understanding of expectations;
- Challenges and obstacles at work;
- Feelings of shock or surprise.

1.3.1.2. Stage of Work and Achievement: Extending from two to four years, this stage follows the Trial Stage. The individual exerts considerable effort to showcase personal capabilities. This stage is characterized by the following experiences:

- Fear of failure;
- Personal significance;
- Clear loyalty to the organization and work.

1.3.1.3. Stage of Institutional Trust: Beginning after the fifth year of joining the organization, this stage extends beyond. Here, the employee demonstrates increased commitment and belonging to the institution, leading to enhanced trust and cohesion within the organization. Additionally, the employee feels valued, which encourages continuous and sustainable dedication to their work for the benefit of the institution. (Nour El-Din Doudou Nouri, 2021, p. 294)

1.3.2. Stages of Organizational Loyalty Development from Steers' Perspective (1977):

In the same context, Steers (1977) identifies the development of organizational loyalty in three stages:

1.3.2.1. Stage of Organizational Entry: This stage involves the individual's selection of their institution, and the institution's selection of its individuals. It evaluates the individual's satisfaction with their choice of institution and how the institution chooses its employees.

1.3.2.2. Stage of Loyalty to the Institution and Determination of its Extent: In this stage, the individual determines their deep commitment to the organization by understanding their readiness to join and adapt to the organization's culture and values, striving for excellence and achieving its goals.

1.3.2.3. Stage of Participation or Withdrawal Decision: This stage allows for the determination of the level of loyalty through the employee's behavior. The degree of loyalty correlates with the likelihood of their staying or leaving the institution. (Nour El-Din Doudou Nouri, 2021, p. 295)

1.3.3. Stages of Organizational Loyalty Development from Dixon and Colleagues' Perspective (2005): According to Dixon et al. (2005), the process of organizational loyalty, according to traditional theory, progresses through the following consecutive stages:

1.3.3.1. First Stage: This stage focuses on providing support and meeting the needs of employees by providing a healthy and safe work environment and promoting work-life balance, etc.

1.3.3.2. Second Stage: In this stage, the individual compares their current institution with others, evaluating the fulfillment of their needs, thereby increasing their satisfaction and loyalty to their institution and improving their performance.

1.3.3.3. Third Stage: Employees feel satisfied during this stage, leading them to demonstrate a high level of loyalty to contribute to improving operations and overall performance of the institution, and develop positive attitudes towards their institution.

1.3.3.4. Fourth Stage: Loyalty reaches its peak in this stage, as employees strive to maintain their relationship with the institution and stay for long periods, never considering leaving. (Nour El-Din Doudou Nouri, 2021, p. 296)

1.4. Success Factors for Organizational Loyalty Development:

Several factors contribute to achieving the goals of building organizational loyalty:

- Providing a conducive climate for embracing change and adapting without resistance.
- Scientifically and accurately identifying beneficiaries and grouping them according to their degree of organizational loyalty.
- Considering the human and social aspects and building healthy relationships with employees.
- Administrative leaders should support and encourage employees' efforts.
- Employee participation enhances loyalty and fosters a sense of belonging and responsibility, necessitating their involvement in all stages.
- Forming a team to analyze employees' needs, develop strategies, and improve factors contributing to organizational loyalty, requiring a team of competent individuals with necessary human skills.
- Identifying reasons for low loyalty among some employees, consulting experts if necessary.
- Establishing tools and models for effective and precise information gathering to determine employees' loyalty levels.
- Providing human, financial, and material resources to support team objectives and implement proposed activities for building loyalty.
- Choosing the appropriate time for employee availability and readiness to participate in loyalty-building activities, such as motivational meetings or team-building events.
- Having an information system to track the outcomes of previous stages to determine the effectiveness of activities in achieving objectives and identifying obstacles. (Znini, 2012, pp. 198-199)

1.5. Limitations of Organizational Loyalty:

Based on previous studies, some indicators of organizational loyalty include:

- An individual's desire to stay with the institution and not consider moving to another.
- High morale among employees.
- Employees' appreciation of their loyalty, respect, and dedication. (Batah, 2006, p. 189)
- Strong connection and cooperation between employees and the institution.
- Employees' desire to participate in institutional activities and feel part of the process.
- Efforts to build a good reputation for the institution and improve its image.

Defending the institution against criticism or attacks, highlighting its values, principles, and positive contributions to society.

- Focusing on solving problems rather than constant complaints.
- Prioritizing the institution's interests over personal interests.
- Speaking positively about the institution and highlighting its virtues. (Znini, 2012, p. 199)
- Willingness of employees to sacrifice for the institution.
- Employees feeling responsible within the organization.
- Commitment to responsibilities towards the institution and adhering to work schedules.
- Active participation in decision-making and effective performance in the organization. (Tarmoul, 2020, p. 225)

1.6. Dimensions of Organizational Loyalty:

Organizational loyalty encompasses multiple distinct dimensions, a fact widely acknowledged by scholars in the field. While researchers generally agree on the multifaceted nature of organizational loyalty, there remains considerable variation in how these dimensions are conceptually defined. Smith, Allen, and Meyer (1993) made significant contributions to this discourse by identifying and categorizing three primary dimensions of organizational loyalty (Geneviève, 2014, p. 13).

1.6.1. Emotional Loyalty:

Affective loyalty represents the degree of an employee's emotional connection and sense of belonging to their organization, manifesting as both the desire to maintain organizational membership and the commitment to pursue its objectives. This form of loyalty demonstrates the worker's psychological attachment, readiness to assimilate into the organizational structure, and congruence with institutional values and cultural norms. Several factors shape this dimension, including: awareness of career prospects, availability of professional growth opportunities, workplace autonomy, significance of professional identity, task variety, quality of feedback mechanisms, and the perceived value of employee input in decision-making processes. Consequently, affective loyalty operates independently of material considerations, emphasizing instead emotional and psychological elements that emerge from reciprocal trust and respect, positive organizational environments, personal attachment to the workplace, and the intrinsic desire to sustain institutional membership. (Maher Ali, 2015, p. 51)

1.6.2. Ethical Loyalty: This facet of loyalty embodies an employee's profound sense of duty and unwavering dedication to their employing organization. It manifests as comprehensive commitment to the institution, extending beyond mere job requirements to encompass complete organizational allegiance. This ethical commitment is strengthened through institutional support systems that empower employees to engage meaningfully across multiple operational domains beyond their immediate roles. Such organizational encouragement cultivates a deepened sense of responsibility and reinforces ethical decision-making in all matters concerning the institution, ultimately creating a mutually reinforcing cycle of commitment and organizational support. (Maher Ali, 2015, p. 52)

1.6.3. Continuous Loyalty: This dimension of loyalty manifests through an employee's readiness to prioritize organizational sustainability over personal interests, viewing themselves as an essential component of the institutional framework. The strength of this commitment can be evaluated by examining the perceived value of remaining with the current organization compared to potential losses associated with transitioning to alternative employment. Sustained organizational allegiance often stems from an employee's recognition of the comprehensive benefits they would relinquish upon departure, particularly when comparable opportunities are scarce in the job market. Some scholars suggest that this form of loyalty correlates with factors such as career progression and tenure duration, which may reflect an employee's long-term commitment to maintaining their professional position within the organization. (Maher Ali, 2015, pp. 53-54)

2. Applied Framework:

2.2. Presentation and Analysis of Data:

2.2.1. Study Population and Sample:

The research population comprised the complete workforce of Holcim Cement Company in M'Sila, consisting of 450 employees. Given the practical challenges associated with surveying the entire population, a representative sample of workers was selected for this investigation. A total of 45 questionnaires were distributed using random sampling techniques, from which 40 completed surveys were returned. Following data quality assessment, five questionnaires were eliminated due to invalid or incomplete responses, yielding a final analytical sample of 40 properly completed surveys for the study.

2.2.2. Study Tool Used:

A questionnaire was utilized as the field study tool to assess the level of organizational loyalty among the employees of the studied institution. The questionnaire included three main dimensions representing organizational loyalty as follows:

- Emotional Organizational Loyalty: Addressed through 7 statements from statement 01 to statement 07;
- Ethical Organizational Loyalty: Addressed through 7 statements from statement 08 to statement 14;

- Continuous Organizational Loyalty: Addressed through 6 statements from statement 15 to statement 20.

2.2.3. Scale Used:

A five-point Likert scale was employed to enter and process the data using SPSS software.

Table 1. Example of a Five-Point Likert Scale Model.

The Likert Five-point Scale					
Weight	1	2	3	4	5
Phrase	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Weighted Average	[1 - 1.8]	[1.81 - 2.6]	[2.61 - 3.40]	[3.41 - 4.21]	[4.21 - 5]
Degree of Agreement	Very Low	Low	Moderate	High	Very High

Source: Prepared by the researcher.

2.3. Presentation and Analysis of Study Results:

This segment presents the comprehensive analysis of the field study results, commencing with an examination of the demographic characteristics of the research participants. Our methodological approach incorporates descriptive statistical techniques including frequency distributions, central tendency measurements, and variability indicators. Furthermore, we will conduct hypothesis testing procedures and provide substantive interpretations of the empirical findings.

2.3.1. Description of Study Sample Characteristics: The following table illustrates the characteristics of the study sample:

Table 2. Presentation and Analysis of Sample Characteristics

Variable	Response's choice	Frequencies	Percentage (%)
Gender	Female	05	12.5 %
	Male	35	87.5 %
Total		40	100 %
Age	Under 30 years old	5	12.5 %
	31-40 years old	5	12.5 %
	41-50 years old	12	30 %
	More than 51 years old	8	20 %
Total		40	100 %
Educational Level	Primary School	4	10 %
	Middle School	7	17.5 %
	High School	14	35 %
	University	12	30 %
	Other	3	7.5 %
Total		40	100 %
Years of Experience in the Organization	Under 3 years	3	7.5 %
	4 to 8 years	5	12.5 %
	9 to 14 years	14	35 %
	More than 15 years	18	45 %
Total		40	100 %

Source: By author based on SPSS V.26 output.

2.3.1.1. Gender Variable:

The following figure illustrates that the majority of the sample were males, numbering 35 individuals, accounting for 87.5%. Females numbered 5 individuals, constituting 12.5%.

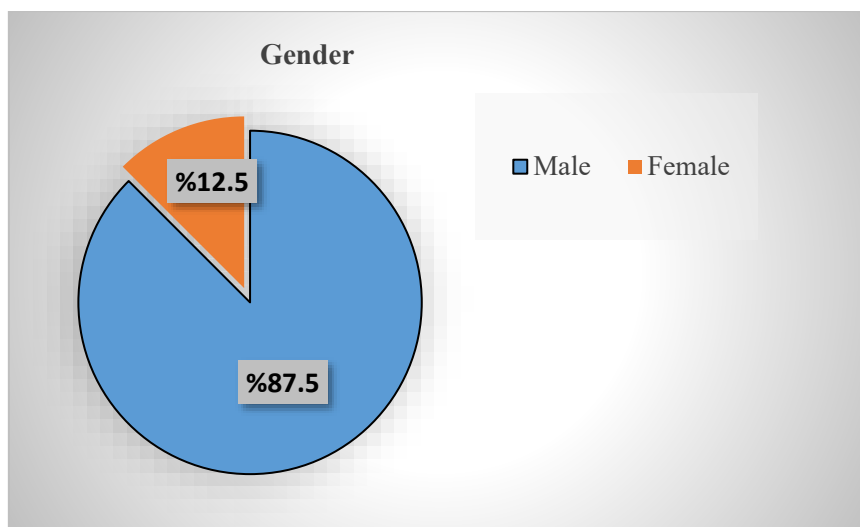


Fig. 1. Distribution of Study Sample by Gender

Source: By author based on SPSS V.26 output.

2.3.1.2. Age Variable:

It is evident from the following figure that the majority of the sample population falls within the age group of 41-50 years, totaling 12 individuals at a rate of 30%. They are followed by the age group over 51 years, consisting of 8 individuals at a rate of 20%. The two age groups, less than 30 years and 31-40 years, are equal in number at 5 individuals each, representing 12.5% of the total sample, which is the lowest count.

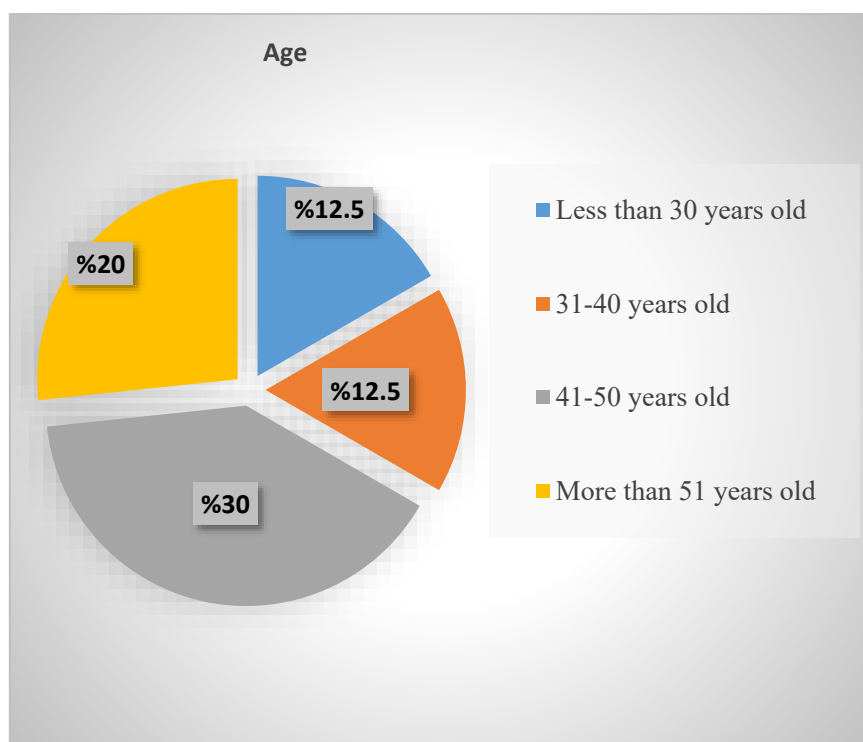


Fig. 2. Distribution of study sample according to age variable

Source: By author based on SPSS V.26 output.

2.3.1.3. Educational Level Variable

The following figure illustrates that the largest proportion of respondents belonged to the high school education category, totaling 14 individuals, representing 35%. They are followed by the university education category with 12 individuals, accounting for 30%. The intermediate education category comes next with 7 individuals, comprising 17.5%. Those with primary education numbered 4 individuals, making up 10%. Lastly, the category of other studies had 3 individuals, representing 7.5%, which is the smallest proportion among the surveyed individuals.

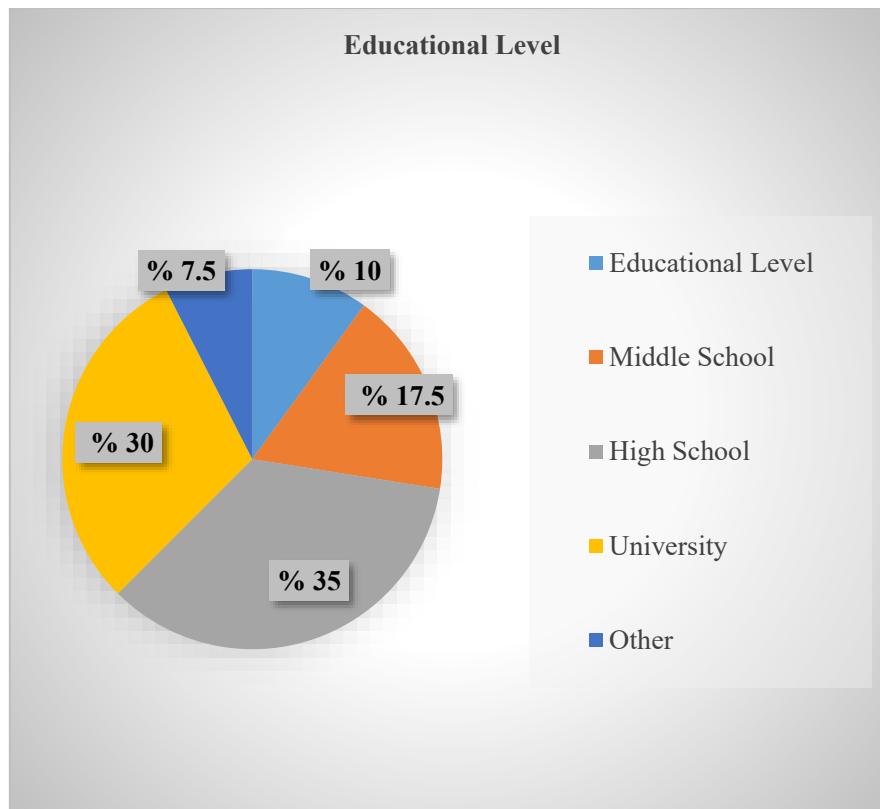


Fig. 3. Distribution of study sample according to educational level variable

Source: By author based on SPSS V.26 output.

2.3.1.4. Length of Experience Variable in the Company:

The following figure shows that the majority of the sample belongs to the category of experience duration with the company (more than 15 years), totaling 18 individuals, at a percentage of 45%. The next category, with experience ranging from 9 to 14 years, includes 14 individuals, representing 35%. Additionally, the category with experience from 4 to 8 years consists of 5 individuals, making up 12.5%. Lastly, the category with less than 3 years of experience includes 3 individuals, accounting for 7.5%, which is the smallest proportion.



Fig. 4. Distribution of study sample according to the variable of length of experience in the company

Source: By author based on SPSS V.26 output

2.3.2. Analyzing and Interpreting the Results of Study Participants' Responses According to Study Variables:

We will attempt to present study participants' responses regarding each dimension of organizational loyalty using mean scores, standard deviations, frequencies, percentages, and arranging these statements based on the highest mean value.

2.3.2.1. Analysis and Interpretation of Study Participants' Responses to Statements on Affective Organizational Loyalty:

The following table (Table 03) illustrates frequencies, percentages, mean scores, and standard deviations for study participants' responses to statements on affective organizational loyalty, comprising 7 statements

Table 3. Presentation of Study Participants' Responses to Statements on Affective Organizational Loyalty

Number	Phrase	Mean	Standard Deviation	Mode	Trend
1	I feel happy in my job, and this will continue until I reach retirement age in the company.	3.4390	1.0462	High	5
2	I truly feel that the company's issues are among my own personal concerns, and I strive to resolve them.	3.6726	1.2032	High	3
3	I strive to defend the company and its management against criticism or negative mention.	4.0390	1.0178	High	1
4	I feel proud when telling others about my affiliation with this company.	3.5634	1.0039	High	4
5	I am ready to exert greater effort to contribute to the success of the company.	3.1756	1.1223	Average	6
6	I feel there is a personal connection between me and the company.	3.7756	1.0663	High	2
7	I feel a strong sense of belonging to this company.	2.1756	1.1245	Low	7
The level of emotional organizational loyalty.		3.4629	0.8261	High	

Source: By author based on SPSS V.26 output.

The table above illustrates that responses of the study sample for the seven statements of emotional organizational loyalty mostly recorded arithmetic means belonging to the fourth category of Likert's five-point scale [3.41-4.2], indicating a high evaluation range.

The overall arithmetic mean for emotional organizational loyalty was (3.4629), also falling within the high evaluation range of the fourth category, with a standard deviation of (0.8261). This suggests that employees in the organization exhibit a high level of emotional organizational loyalty towards their institution.

2.3.2.2. Analysis and interpretation of the results of the study sample's responses to statements of ethical organizational loyalty:

The following table presents frequencies, percentages, arithmetic means, and standard deviations of the study sample's responses to statements of ethical organizational loyalty, comprising 7 statements.

Table 4. Presentation of results of study sample responses to statements of ethical organizational loyalty"

Number	Phrase	Mean	Standard Deviation	Mode	Trend
8	I feel that my personal values align with the company's adopted values.	3.2834	0.8462	Average	3
9	I prioritize the company's interests over my personal interests.	3.3625	1.1732	Average	2
10	I work on performing my duties in my job with honesty and dedication.	2.1380	1.0178	Low	7
11	I do not feel a significant difference between the company's goals and my personal goals.	3.1634	1.2037	Average	5
12	I pay attention to any feedback and criticisms related to the company, empathize with its issues, and strive to find solutions.	3.0254	1.0243	Average	6
13	The company deserves all my loyalty, dedication, and appreciation.	3.2356	1.4527	Average	4
14	I acknowledge the necessity of belonging to and being loyal to the company despite its shortcomings, and I accept any task from my ethical commitment to my duties.	3.4747	1.1526	High	1
The level of ethical organizational loyalty.		3.0532	0.8132	High	

Source: By author based on SPSS V.26 output.

The table above shows that responses of the study sample to the seven statements comprising the dimension of ethical organizational loyalty mostly recorded arithmetic means belonging to the third category of the five-point Likert scale [2.61-3.4], indicating a moderate evaluation range.

The overall arithmetic mean for the dimension of ethical organizational loyalty was (3.0532), also falling within the third category of the moderate evaluation range, with a standard deviation of (0.8132). This suggests that employees in the organization exhibit a moderate level of ethical organizational loyalty towards their institution.

2.3.2.3. Analysis and interpretation of the results of the study sample's responses to statements of continuous organizational loyalty:

The following table presents frequencies, percentages, arithmetic means, and standard deviations of the study sample's responses to statements of continuous organizational loyalty, comprising 6 statements

Table 5. Presentation of results of study sample responses to statements of continuous organizational loyalty

Number	Phrase	Mean	Standard Deviation	Mode	Trend
15	The company is a part of my life, and it's difficult to be away from it.	3.5390	0.8432	High	4
16	I long to return to the company during vacations and holidays.	3.4726	0.9642	High	5
17	I feel that working at the company provides me with job security more than any other place.	4.1390	1.0187	High	1
18	I am satisfied with my job because the salary and bonuses I receive meet my ambitions and fulfill my needs.	3.0634	1.0132	Average	6
19	The company provides me with benefits that are not available in other organizations	3.8756	1.0325	High	3
20	My continued commitment to the company stems from my love and enduring loyalty to it.	4.0756	1.0214	High	2
The Level of continuous organizational loyalty.		3.6579	0.8147	High	

Source: By author based on SPSS V.26 output.

The table above indicates that responses of the study sample to the six statements comprising the dimension of continuous organizational loyalty mostly recorded arithmetic means belonging to the fourth category of the five-point Likert scale [3.41-4.2], indicating a high evaluation range.

The overall arithmetic mean for the dimension of continuous organizational loyalty was (3.6579), also falling within the fourth category of the high evaluation range, with a standard deviation of (0.8147). This suggests that employees in the organization exhibit a high level of continuous organizational loyalty towards their institution.

2.3.2.4. Organizational Loyalty Level Among Employees:

In order to identify the level of organizational loyalty among employees of Holcim Cement Company in M'Sila, the previous results of the study sample's responses to statements of organizational loyalty were relied upon, as illustrated in the following table:

Table 6. Organizational Loyalty Level

Dimensions Of Organizational Loyalty	Phrase	Mean	Standard Deviation	Mode	Trend
Emotional Organizational Loyalty	From 01 to 07	3.4629	0.8261	High	2
Ethical Organizational Loyalty	From 08 to 14	3.0532	0.8132	Average	3
Continuous Organizational Loyalty	From 15 to 20	3.6579	0.8147	High	1
Level of Organizational Loyalty	20	3.5610	1.0712	High	

Source: By author based on SPSS V.26 output.

The table above indicates that employees of Holcim Cement Company in M'Sila exhibit a high level of organizational loyalty, with an overall arithmetic mean of (3.5610), falling within the fourth category of the five-point Likert scale [3.41-4.2], indicating a high evaluation range.

2.3.2.5. Study on the Impact of Personal Variables on Organizational Loyalty Levels among Employees:

The impact of personal characteristics on organizational loyalty levels among employees can be elucidated as follows:

2.3.2.5.1. Impact of Gender on Organizational Loyalty Levels among Employees:

We will rely on an Independent Samples T-Test.

Therefore, there are no statistically significant differences in the responses of the study sample regarding organizational loyalty level among employees attributed to the gender variable.

Table 7. Testing Differences between Organizational Loyalty and Gender Variables

variable	Gender variable (two groups)	Mean	Standard Deviation	Levene's Test		T-test		
				F value	Level of significance	Between-group variance	T value	Level of significance
Organizational Loyalty	Male	3.492	0.5546	1.210	0.263	Equality of variance	0.253	0.789
	Female	3.476	0.5082			Inequality of variance	0.261	0.785

Source: By author based on SPSS V.26 output.

The table number (7) indicates that the computed value of F was (1.210) and the statistical significance level (Sig=0.263), indicating non-significance statistically at a significance level ($\alpha \leq 0.05$). This suggests equality of variances between the two groups. In this case, we take the T value for the corresponding first row under the variance equality condition, where the computed T value was (0.253) and the statistical significance level (Sig=0.789), which is not statistically significant at the ($\alpha \leq 0.05$) level.

2.3.2.5.2. Effect of Gender Variable on Organizational Loyalty Level among Employees:

We will rely on an Independent one-way ANOVA test as follows:

Table 8. Testing Differences between Organizational Loyalty and Age Variable

variable	Source of variation	Sum of squares	Degrees of freedom (df)	Mean square	Value (F)	Significance level (Sig)
Organizational Loyalty	Between groups	0.189	4	0.245	0.681	0.523
	Within groups	93.226	318	0.278		
	Total	94.154	326			

Source: By author based on SPSS V.26 output.

The table number (8) indicates that the computed F value was (0.681), with a significance level (Sig = 0.523), which is not statistically significant at the ($\alpha \leq 0.05$) level. Therefore, there are no statistically significant differences in the responses of the study sample regarding organizational loyalty level among employees attributed to the age variable.

2.3.2.5.1. Effect of Years of Experience in the Organization on Organizational Loyalty Level among Employees:

We will rely on an Independent one-way ANOVA test as follows:

Table 9. Testing Differences between Organizational Loyalty and Years of Experience in the Organization

variable	Source of variation	Sum of squares	Degrees of freedom (df)	Mean square	Value (F)	Significance level (Sig)
Organizational Loyalty	Between groups	0.189	3	0.163	3.153	0.042
	Within groups	94.946	321	0.272		
	Total	93.165	328			

Source: By author based on SPSS V.26 output.

Table number (9) indicates that the computed F value was (3.153), with a significance level (Sig= 0.042), which is statistically significant at the ($\alpha \leq 0.05$) level. Therefore, there are statistically significant differences in the responses of the study sample regarding organizational loyalty level among employees attributed to the variable of years of experience in the organization

Conclusions:

This study sought to assess the level of organizational loyalty among employees at Holcim Cement Company in M'Sila, one of Algeria's largest foreign institutions in terms of production and workforce size. The theoretical component of the research provided an overview of the concept of organizational loyalty, addressing its fundamental elements, significance, developmental stages, key indicators, and core dimensions. On the practical side, field research was conducted at the aforementioned company using a 20-item questionnaire administered to a randomly selected sample of 40 employees. Participant responses were analyzed using the Statistical Package for the Social Sciences (SPSS).

Based on the comprehensive theoretical review and empirical findings, the study yielded the following key results:

The theoretical framework confirmed that organizational loyalty comprises three primary dimensions:

1. **Affective Loyalty:** Reflecting the individual's emotional and psychological attachment to the organization, their desire to remain due to alignment with its values and goals, and their willingness to contribute to their achievement.

2. **Continuance Loyalty:** Measured by the material and investment value the employee gains by staying with the organization compared to potential losses from transitioning to another organization.

3. **Ethical Loyalty:** embodying the employee's sense of duty and responsibility towards their organization and colleagues, driving commitment and fidelity.

In terms of field results, the findings revealed a generally high level of overall organizational loyalty among employees, with a total arithmetic mean of (3.5610). **Continuance loyalty** ranked first with a mean score of (3.6579), followed by **Affective loyalty** in second place with a mean of (3.4629), and then **Ethical loyalty** with a mean of (3.0532). The results also indicated no statistically significant differences in the level of organizational loyalty attributable to demographic variables (gender, age, educational level). In contrast, statistically significant differences were recorded attributable to the variable of years of experience within the organization.

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