



Quality of life at work and its relationship to organizational loyalty a field study at the Oran Port Authority

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Abstract :

The present study has been designed to ascertain the correlation between the quality of life at work and organizational loyalty among the workforce of Oran Port Corporation. In order to achieve the objectives of this study, the researchers adopted a descriptive-analytical approach to analyze the research variables. The researchers relied on two questionnaires: The Quality of Life at Work Questionnaire and the Organizational Loyalty Questionnaire were disseminated to a sample of 90 workers selected by simple random method. The study found that there is a statistically significant correlation at the 0.05 level of significance between quality of life at work and organizational loyalty among workers of Oran Port Corporation.

Keywords: Quality of life at work, organizational loyalty, working conditions

Qualité de vie au travail et son lien avec la loyauté organisationnelle : une étude de terrain à l'Autorité portuaire d'Oran

Résumé :

La présente étude a été conçue pour déterminer la corrélation entre la qualité de vie au travail et la loyauté organisationnelle parmi les employés de la Société portuaire d'Oran. Afin d'atteindre les objectifs de cette étude, les chercheurs ont adopté une approche descriptive et analytique pour analyser les variables de recherche. Les chercheurs se sont appuyés sur deux questionnaires : le questionnaire sur la qualité de vie au travail et le questionnaire sur la loyauté organisationnelle ont été distribués à un échantillon de 90 travailleurs sélectionnés par une méthode aléatoire simple. L'étude a révélé qu'il existe une corrélation statistiquement significative au niveau de signification de 0,05 entre la qualité de vie au travail et la loyauté organisationnelle chez les travailleurs de la société portuaire d'Oran.

Mots clés : *Qualité de vie au travail, loyauté organisationnelle, conditions de travail*



Introduction :

In the contemporary business environment, organizations are compelled to maintain congruence with technological advancements and adapt to economic, political and social transformations in order to safeguard their achievements, cultivate their structures and augment their productive capacities. Human capital is recognized as the fundamental and pivotal element of the production and development process, and "under conditions of market instability and innovation development a company cannot achieve success without personnel taking part in company's management, which is called "work core." (Syanevets, Sudakova, 2019)

Organizations may now face difficulties in retaining their employees and in turn will cause high rate of turnover. According to Garino and Martin (2007), organizations have to bear with the total cost associated with the turnover. Holtom, Mitchell, Lee and Eberly (2008) claimed that turnover will affect both organizations' effectiveness and customer loyalty.(Nuramalina &al,2017.P24)

The cost of turnover is measured by the cost of recruitment and training. This suggests that the human element is of paramount importance to both researchers and employers. It is therefore essential to develop their skills and provide them with a safe and comfortable work environment that takes their needs into consideration.

Perry and Angel (1981) argue that: "The relationship between the individual and the organization is reciprocal, as each party has expectations from the other. Employees provide effort, accept the organization's goals, and expect

appropriate compensation and incentives. Therefore, the topic of organizational loyalty has received attention from researchers in the field of organizational behavior due to its impact and correlation on many behavioral phenomena such as job turnover, satisfaction, and performance. The higher the level of organizational loyalty, the higher the level of performance. The lower the level of organizational loyalty, the higher the rate of absenteeism, the desire to search for other work, and the lack of acceptance of the organization's goals." (Khalfiyat and Al-Malhama, 2009, p. 291)

This phenomenon enhances employees' trust and loyalty towards their organizations, which enhances organizational commitment. This, in turn, facilitates the achievement of organizational goals for both parties. As Al-Qassim (2009) asserts, "Individuals' loyalty to the organization leads to improved employee performance and the success and continuity of the organization" (p. 60). This dynamic, in turn, motivates individuals to remain in their organizations, which reduces the associated costs. By reducing employee turnover. Similarly, Levering (1988) emphasized that organizational success and the achievement of its goals cannot be achieved at the expense of employees, and that the most important way to create a superior work environment is for organizations to focus on continuously improving the quality of work life within their social and technical environments to ensure compatibility and success. Lawler and Nadler (1983) indicate that quality of work life refers to "an individual's perceptions and attitudes toward their work and the work environment in general." In simpler terms, quality of work life can be defined as an individual's satisfaction with their job and the overall work environment within the organization. Levering (1988) emphasized that



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organizational success and the achievement of its goals cannot be achieved at the expense of employees, and that the most important way to create a superior work environment is for organizations to continually focus on improving the quality of work life within their social and technical environments to ensure compatibility and success. (Ghazi & Al-Otaibi, 2020)

Firstly we define the meaning of the loyalty management. According to Ozhegov S.I., “loyalty is keeping formal in the limits of legality in the limits of favorable and neutral relationship to somebody or something”

According to Poteryahin A.L. “organizational loyalty is the positive attitude of personnel to company’s management, which supposes emotional and rational evaluation and aspiration to maximum result of working activity in this organization” (Syanevets, Sudakova,2019)

Organizational loyalty can be defined as identification with the group to which an individual belongs. A person identifies with the group when, when making a decision, he or she evaluates the available alternatives in terms of their consequences for the specific group.(Kazuhiro,1995,P23), Lawler & Nadler (1983) report that quality of working life refers to “an individual’s perception and attitudes towards his work and the overall work environment”; in simple terms, the quality of working life can be defined as an individual’s satisfaction with his work and with the overall work environment in the organization.(Ghazi , Al-Otaibi,2020)

Thus, different forms and levels of loyalty are derived. Research conducted by Grinberg G., Bairon R., Poteryahin A.L., Bazarov T.U., Eremin B.L., Meyer J.P., Allen N.J., Smith

C.A., Lutens F., Mercurio allows one to distinguish three levels of loyalty, namely:

- 1) Positive emotional relation to the object of loyalty (emotional form of loyalty). It is based on worker's need for socialization and safety, that allows forming friendly relationship, feeling of commitment;
- 2) Positive rational attitude towards object and one's involvement in it (pragmatic form of loyalty). This form in management includes evaluation of individual social benefits (comfortable working conditions, allowance, supplements, insurance and so on) and mutual benefits (gym, canteen, medical aid station and so on). Worker evaluates costs of losing these benefits when leaving company;
- 3) Readiness to make certain actions in favor of the loyalty object (normative form of loyalty). As a rule, this form of loyalty consists in executive discipline, maintaining the contract conditions and corporate norms. In management practice the importance is not only in forms of loyalty as they interfere within each other but in the level of their expression. (Syanevets, Sudakova, 2019)

“fundamental factor that generates organizational loyalty is high job security. Other important factors are the ability of managers and the culture of the society within which the organization exists” .(Kazuhiro, 1995, P23), and the quality of life at work since it is a “continuous process that cannot start today and end tomorrow. This continuous process enhances its longevity by encouraging individuals to participate in solving organizational issues through continuous training of their skills. This enables them to offer different solutions and make the right decisions. It is an activity that relies heavily



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on a democratic process, as it requires the participation of individuals at all levels without discrimination" (Boutaa, 2018, p. 176), The quality of work life is also" the focus of studies and analyses of the components and methods used by management in organizations. The aim of these studies is to provide a better work life for employees, which contributes to raising the performance of the organization and achieving employee loyalty" (Al-Maghraby 2004, p. 14). According to Zare's (2017) findings, the study's objective was to ascertain the components of quality of life. The investigation endeavored to identify the dimensions of the quality of life scale. The study yielded several notable results, chief among them being the profound dissatisfaction among workers concerning economic factors and quality of life at work and healthcare.

In their study, some researchers have referred to the relationship between quality of life at work and organizational loyalty. As Madi's (2014) study "entitled Quality of Work Life and its Impact on the Level of Organizational Loyalty found, there is a statistically significant relationship between the dimensions of quality of life at work and organizational loyalty". This trend has been confirmed by several studies, including, but not limited to, the study of: (Normala (2010), Burke, Singh (2014), , Hassan & al (2017), Akbari & al(2018), Nantakittawee, Sakulkijkarn (2021), Asmawati & al (2023), Yunanto, Wijono(2024).)

Based on the direct relationship between these two variables and their role in positively influencing individuals through job satisfaction and performance and the institution in terms of its prosperity, development and success in achieving its goals ," so there is a clear need for management

to revisit the improvement of working life standards from time to time. On the other hand, the aspirations of employees have changed radically, following Maslow's hierarchy of needs, in accordance with the job opportunities available to them, and they are willing to move jobs to fulfil their aspirations. This poses a challenge for senior management".(Ghazi , Al-Otaibi,2020), This trend is imposed by the competitive nature of contemporary organizations seeking excellence through the superiority of their human energies capable of bringing about positive change. The interest in human resources expresses managers' awareness that the effectiveness and quality of performance, innovation, loyalty and dedication to work are linked to the extent of their keenness to provide an appropriate and suitable environment for individuals, and that "job satisfaction has a significant impact on the quality of life in general, including social relations, family contact and expected health status, which affects job performance, absenteeism and job turnover" (Montuori, P.; Sorrentino, M.; Sarnacchiaro, P.; Di Duca, F.; Nardo, A.; Ferrante, B.; D'Angelo, D.; Di Sarno, S.; Pennino, F.; Masucci, A., 2022).

Until now, there are no well-defined determinants related to employee loyalty. Employee loyalty towards an organization is always changing and dynamic. However, a study conducted by Martensen and Gronholdt (2006) showed that there are some factors that have significant relationships with employee loyalty. Martensen and Gronholdt (2006) also stated that, human relations, personal development and competencies, and job content can influence employee loyalty in an organization. Furthermore, quality of work life (QWL) is needed to measure the employee loyalty in an organization because according to



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Nanjundeswaraswamy and Swamy (2012) quality of work life is helpful to attract and retain employees. Aryeetey and Sanda (2012) also stated that the quality of work life is very useful to enhance productivity that results in a competitive advantage especially in a developing industrial environment.”(Fielder.2005)

Based on previous studies and research literature, the question posed in this study remains:

Is there a statistically significant correlation between quality of life at work and organizational loyalty among workers at the Oran Port Authority?

1. Methods :

This study falls within the field of descriptive studies, with the aim of accurately identifying a phenomenon or behavior. The applied aspect of the study was conducted at the Port of Oran, from March 24, 2024 to April 23, 2024, and the research community included all permanent employees there. A simple random sample was used to select sample members. The researchers distributed seventy-five (75) questionnaires, of which seventy-two (72) were retrieved, and twelve (12) questionnaires were excluded for being unsuitable for statistical analysis. Thus, the study sample on which the statistical analysis was conducted became sixty (60) workers from the Port of Oran. The Statistical Package for the Social Sciences (SPSS) program was used for statistical processing.

As for the data collection tools used in the current study, two questionnaires were adopted from previous studies. The first questionnaire, related to the variable of quality of life at work, issued by (Namish, 2021), and the second

questionnaire, titled "Organizational Loyalty" Issued by (Maaraji, 2017).

First: Quality of Life at Work Questionnaire: It contains (33) items distributed over 7 dimensions or axes, as follows:

- The first dimension, "Moral working conditions": providing moral comfort, freedom at work, and respect for others. This included items : (1-2-3-4-5-6).
- The second dimension, "Job characteristics": the importance and size of the job and the extent of the worker's sense of responsibility. This included the following items: (7-8-9-10-11-12).
- The third dimension, "Wages and Rewards": This dimension contains paragraphs expressing satisfaction with the wages, bonuses, and grants received by Oran Port workers. This included the following items: (13-14-15-16-17-18).
- -The fourth dimension is the work group: This dimension represents the extent of belonging to the work group through the free exchange of feelings, participation in decision-making that concerns them, and the extent of integration of work experiences and goals. It included the following items: (19-20-21-22-23-24).
- -The fifth dimension is the supervisory style of the leader: This is reflected in the extent to which he encourages and motivates his subordinates to exert maximum effort in order to perform the work, the extent to which he possesses the ability to plan work in advance, and the way he deals with subordinates by treating them fairly and equitably. It included the following items: (19-20-21-22-23-24).



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- -The seventh dimension is participation in decision-making: This means participation in solving work problems and the freedom that the worker enjoys in performing his duties. It included all of the following items: (31-32-33).

Second, the Organizational Loyalty Questionnaire: Consists of 21 items distributed across three dimensions, with each dimension containing seven items distributed as follows:

The first dimension, Emotional: Contains seven items (from 1 to 7), and its importance is demonstrated by the individual's perception of the distinctive characteristics of work, such as the importance of the individual and their independence.

The second dimension, Continuous Loyalty: Contains seven items (from 8 to 14), and its importance is demonstrated by the individual's belonging to the organization and their desire to remain.

The third dimension, Normative Loyalty: Contains seven items (from 15 to 21). This dimension represents the individual's sense of commitment to continuing to work for the organization.

Then, a five-point Likert scale was used to measure the items of the two questionnaires. The scores of these two tools, which are located next to each items, were translated into numbers as follows:

- 5-point Likert scale for positive items :
- Strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1)
- 5-point Likert scale for negative items

Strongly agree (1), agree (2), neutral (3), disagree (4), strongly disagree (5)

2. Results:

The researchers used the statistical package (SPSS) to interpret the questionnaire results through the following statistical methods: Pearson correlation coefficient between the items and the score of each dimension and the total score of the scale, Kolmogorov-Smirnov test to confirm the normal distribution test, arithmetic mean and standard deviation for all dimensions of the variables, Pearson correlation coefficient to know the relationship between the variables.

2.1. Evaluation of the Study Tool :

Based on the results of the statistical analysis of the two questionnaires, their items were statistically significant, thus ensuring the validity of the two tools, as shown in Table No. 1 and 2.

A- Tool validity:

Table No. (01) shows the values of the correlation coefficient between the dimensions and the total score of .the quality of life at work questionnaire

Dimensions	Pearson correlation
Working conditions	**0.388
Job characteristics	**0.324
Wages and Rewards	**0.433
work group	**0.470
the supervisory style of the leader	**0.511
participation in decision-making	**0.407

Source: Bourdji, Sayeh (2024)



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It is clear from Table No. (01) that the Pearson correlation value for all dimensions of the quality of life questionnaire at work is significant at the significance level of 0.01.

Table No. (02): Shows the correlation coefficient of the scores of the dimensions of organizational loyalty and the total score of the questionnaire.

Dimensions	Pearson correlation
emotional loyalty	**0.768
Continuous loyalty	**0.839
normative loyalty	**0.884

Source: Bourdji, Sayeh (2024)

It is clear from Table No. (02) that the Pearson correlation value for all dimensions of the organizational loyalty questionnaire is significant at the significance level of 0.01.

B - Tool stability:

Table No. (03) shows the Cronbach's alpha reliability coefficients for the quality of life at work questionnaire and its dimensions.

Dimensions	Cronbach's alpha coefficient
Working conditions	0.770
Job characteristics	0.595
Wages and Rewards	0.799
work group	0.784

the supervisory style of the leader	0.790
participation in decision-making	0.808
Overall stability of quality of life at work	0.746

Source: Bourdji, Sayeh (2024)

Table No. (03) shows the values of the Cronbach's alpha coefficients for the dimensions of the quality of life questionnaire at work, where the values ranged between (0.595) as a minimum and (0.8) as a maximum, which are acceptable values, while the value of the Cronbach's alpha coefficient for the total score of the scale reached (0.746) and is considered acceptable. From here, it can be said that the questionnaire paragraphs are consistent and enjoy a good degree of stability.

Table No. (04) shows the Cronbach's alpha reliability coefficients for the organizational loyalty questionnaire and its dimensions.

Dimensions	Cronbach's alpha coefficient
emotional loyalty	0.792
Continuous loyalty	0.769
normative loyalty	0.764
General reliability coefficient of organizational loyalty	0.836

Source: Bourdji, Sayeh (2024)

Table No. (04) shows the values of Cronbach's alpha coefficients for the dimensions of the organizational loyalty



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questionnaire, where they ranged between (0.764) as a minimum and (0.792) as a maximum, while the Cronbach's alpha coefficient for the questionnaire as a whole reached (0.836), which is an acceptable value for applying the questionnaire.

2.2. Testing the Normality tests using the Kolmogore-Smirnov-Shapiro test:

Table No. (05): shows Normality tests.

Normality tests.

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistique	Ddl	Sig.	Statistiques	Ddl	Sig.
Quality of life at work	,110	60	,069	,952	60	,018

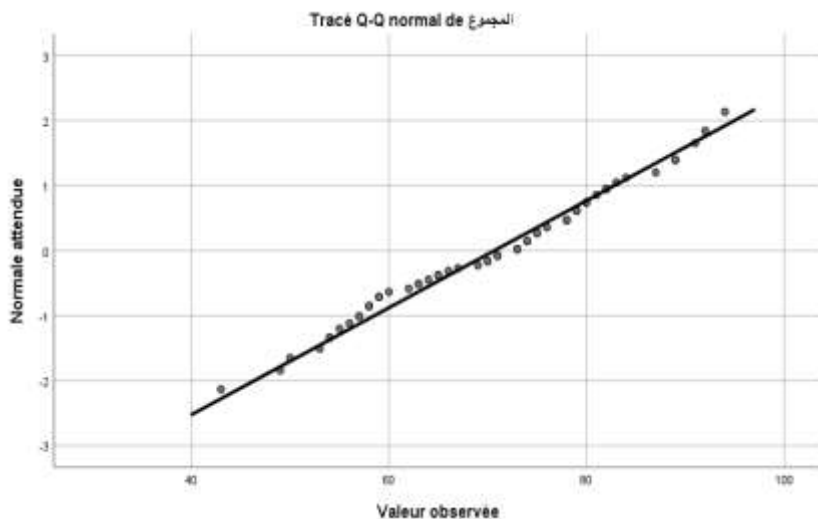
a. Correction de signification de Lilliefors

Source: Bourdji, Sayeh (2024)

The Shpiro-Wilk test was adopted to test the data related to job satisfaction among public administration workers according to the gender variable, as this test is used in the event that the number of cases is less than fifty (50) in each group, and the decision rule is to accept that the data follow a normal distribution in the event that the significance level is greater than 0.05, and since the significance level in the two categories is greater than (5%), the data follow a normal distribution, as shown below in the scatter plot, so that the values are gathered on the straight line.

Figure No. (01) shows the moderate distribution of the quality of life at work questionnaire.

Source: Bourdji, Sayeh (2024)



2.3. Testing the Normality tests using the Kolmogore-Smirnov-Shapiro test:

Table No. (06): shows Normality tests.

Tests de normalité

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistiques	Ddl	Sig.	Statistiques	Ddl	Sig.
organization	,092	60	,200*	,978	60	,365
al loyalty						

*. Il s'agit de la borne inférieure de la vraie signification.

a. Correction de signification de Lilliefors

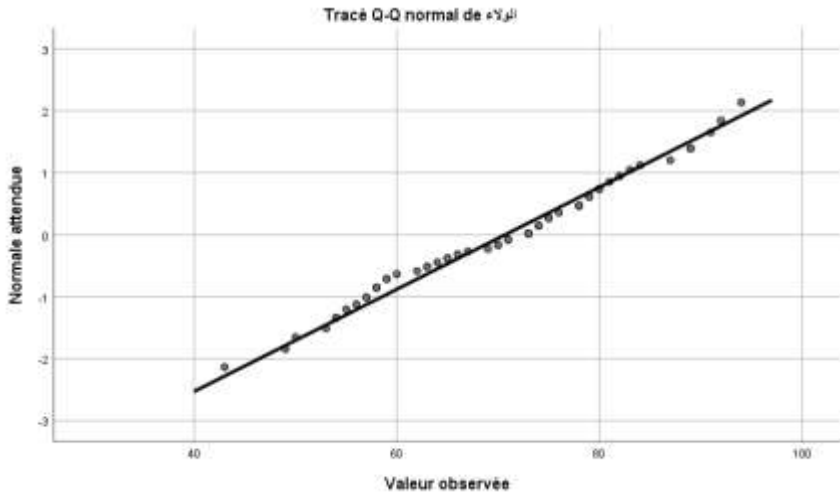
Source: Bourdji, Sayeh (2024)



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It is clear from Table No. (06) that the value of the Kolmogorov-Smirnov test and the Shapiro test for the study variable is not significant and that the level of significance is greater than (5%), so the data follow a normal distribution.

Figure No. (02) shows the moderate distribution of the organizational loyalty questionnaire.



Source: Bourdji, Sayeh (2024)

2.4. Results related to the study hypotheses :

- **Results of the first hypothesis:**
 - There is a statistically significant correlation at the significance level of 0.05 between the quality of life at work and organizational loyalty among the workers of the "Oran Port Authority."

Table No. (07) shows the Pearson correlation coefficient between quality of life at work and organizational loyalty.

Study variables	Pearson's correlation coefficient	Significance level
Quality of life at work and its relationship to organizational loyalty	**0.713	0.01

Source: Bourdji, Sayeh (2024)

From the table above, it is clear that the significance level (0.01) is less than 0.05 and therefore it is statistically significant, and that the Pearson correlation coefficient between the quality of life at work and organizational loyalty is equal to (0.713**), which is a strong relationship, and that the correlation sign is positive, meaning there is a direct relationship between the two variables. The higher the quality of life at work, the higher the organizational loyalty of the workers of the port of Oran, and vice versa.

- **Results of the second hypothesis:**

There is a statistically significant correlation at the significance level of 0.05 between the dimensions of quality of life at work and organizational loyalty among workers of the Oran Port Authority.



Table No. (08) shows the Pearson correlation matrix for the dimensions of quality of life and its relationship to organizational loyalty.

Study variables	Pearson's correlation coefficient	Significance level
Working conditions organizational loyalty	0.562	0.01
Job characteristics organizational loyalty	0.371	0.01
Wages and Rewards organizational loyalty	0.390	0.01
work group organizational loyalty	0.659	0.01
the supervisory style of the leader organizational loyalty	0.469	0.01
participation in decision- making organizational loyalty	0.324	0.05

Source: Bourdji, Sayeh (2024)

3. Analyse:

From the table above, it is clear that the significance level (0.01) is less than 0.05 and therefore it is statistically significant, and that the Pearson correlation coefficient between the quality of life at work and organizational loyalty is equal to (0.713**), which is a strong relationship, and that the correlation sign is positive, meaning there is a direct relationship between the two variables. The higher the

quality of life at work, the higher the organizational loyalty of the workers of the port of Oran, and vice versa.

Table No. (08) shows that the significance levels for the dimensions of quality of life are less than 0.05 and therefore statistically significant, and that the Pearson correlation coefficient between the dimensions of quality of life at work and organizational loyalty is between (0.324) as the lowest value recorded in the table and (0.562) as the highest value, and that the correlation sign is positive, meaning that there is a direct relationship between the variables. The higher the level of the dimensions of quality of life at work (job characteristics, working conditions, wages and rewards, work group, supervisory style of the leader, participation in decision-making), the higher the organizational loyalty among the workers of the port of Oran, and vice versa.

4. Discussion:

- The study results indicate a statistically significant direct correlation at the 0.05 significance level between quality of life at work and organizational loyalty among workers at the Oran Port Authority, The higher the quality of life at work, the higher the organizational loyalty of workers. Referring to previous studies, we find that they are consistent with the results of Fields and Thacker (1992), which aimed to identify the impact of quality of life programs at work and organizational loyalty within the organization. Organizational loyalty and commitment increased after employees were involved in quality of life programs at work. Organizational commitment and loyalty also increased when employees perceived the success of quality of life programs at work. This



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consistency was also evident in Al-Shabli's (2016) study, which concluded that there is a statistically significant positive effect between quality of life at work and organizational loyalty. This means that there is a positive direct relationship between quality of life at work and organizational loyalty, such that the higher the level of quality of life at work, the higher the level of organizational loyalty.

In the same context, a study by Maraji (2017), conducted on a sample of workers at a gas and electricity distribution company in the state of Algiers, showed: "There is a positive, statistically significant correlation between quality of life at work and organizational loyalty. A good quality of work life for employees in the organization they work for leads to increased loyalty, productivity, and performance. That is, there is a significant correlation between quality of work life and organizational loyalty." A study by Shenafi (2021) also showed: "The most important radical impact of modern management concepts is the complete attention paid to quality of work life, which achieves many benefits for organizations, most notably organizational loyalty."

These two variables may vary depending on the tasks and activities in the same organization, as indicated by a study Al-Dossary(2022) : "Nurse managers reflected good quality of life, and high loyalty toward their employers, and also reflected good job performance levels. However, staff nurses reflected poor quality of work-life, organizational loyalty"

Accordingly, this study aimed to highlight the importance of job quality in promoting a culture of organizational loyalty, commitment to tasks, innovation, and

creativity by carefully examining and verifying the dimensions of quality of life, represented by: (working conditions, organizational characteristics, work group, wages and rewards, and the supervisor's supervisory style). The results of the study showed that there is a statistically significant correlation at the significance level of 0.05 between the dimension of working conditions and organizational loyalty. This result can be interpreted as the better the working conditions, the greater the workers' loyalty to the institution, due to the efforts made by the management of the Oran Port Authority in upgrading and developing its structures and providing suitable working conditions from the (physical and non-physical) point of view. The study sample acknowledged this and the majority of them answered positively towards the paragraphs of this dimension at a rate of (88.2%) in each of the statements: (I work in a work environment characterized by mutual trust between all parties), (I enjoy the freedom to work in my job) and (I feel the quality of dealing with my colleagues).

This is what was concluded by (lee et al (2004), Xhakollari et al (2013)...) that providing safe and healthy working conditions is very necessary and brings great benefit to the organization, so that it gains the loyalty of its workers on the one hand and increases its production on the other hand. They also concluded that the absence of a safe and healthy working environment generates pressure at work and low morale.

Organizational loyalty and quality of life at work are also related to organizational commitment A study has proven Normala (2010):"that through the results displays the results of regression analyses of QWL factors on the four dimensions of OC. Participation ,social integration, growth

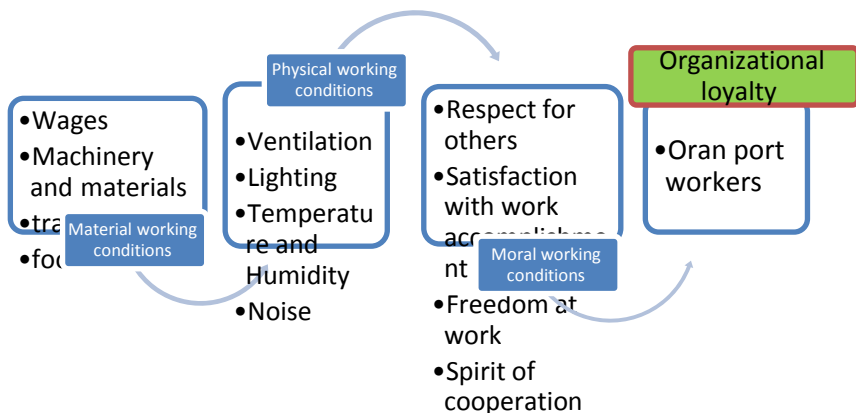


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and development, supervision, and pay and benefits were posited to have a positive relationship with affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs).”(p78)

The results of the current study are consistent with the study by Al-Maghribi (2004) on quality of life. He concluded that the level of satisfaction of workers across all categories with working conditions was good. The most important points that distinguished this dimension were individuals' sense of respect for others and the presence of close friendships among colleagues, which fostered positive working conditions. However, this result differed from the findings of Ben Khaled (2017) in a study he conducted in hospitals in Adrar Province, where the results were insignificant and denied a statistical correlation between the two variables. This was due to the high humidity, lack of air conditioning, and high pollution in the work environment, which made workers extremely dissatisfied with the work environment. The results also showed that they suffered from some occupational diseases due to working conditions.

Diagram No. (14) illustrates how organizational loyalty is formed by the worker through work conditions.



Source: Bourdji, Sayeh (2024)

The results of the study showed that there is a statistically significant correlation at the significance level of 0.05 between job characteristics and organizational loyalty among workers of the Oran Port Authority.

This indicates that there is a clear link between job characteristics and organizational loyalty of workers, meaning that the more job characteristics are available, which appear in the principle of individual responsibility of the worker, task burdens, freedom to perform tasks, and clarity of rules and instructions, etc., the higher the organizational loyalty of workers in this institution, and vice



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versa. This is due to the clear nature of the port's tasks and activities, the workers' awareness of their duties, the freedom to carry them out, and the psychological factor provided by most port jobs that helps in performing tasks. The port is an open workshop overlooking the sea and has no limits to sight, and natural ventilation is a factor that helps in feeling psychological comfort, unlike closed places.

Awad (2012) indicates that job characteristics are one of the important elements that lead to the formation and increase of organizational loyalty among employees. This is evident through the clarity of tasks, granting employees responsibility for their jobs, and freedom to work.

The current study concluded that there is a statistically significant correlation at the significance level of 0.05 between wages, rewards, and organizational loyalty among workers at the Oran Port Authority.

The system of incentives, wages and grants in the institution is an essential and fundamental factor in increasing the loyalty of employees to their institution and maintaining them due to the economic advantages that the institution enjoys through its economic activity, the volume of its trade, its area and its strategic location overlooking the Mediterranean Sea, which has had a positive impact on its workers. Our study agrees with the study by Dahlab (2021), which states that the higher the level of wage adequacy, the higher the level of organizational loyalty. This loyalty is in exchange for the physical and mental effort an individual puts into their job, and the employer pays a wage for this effort. Therefore, there must be something to ensure a balance between the effort expended and the wage paid. In the same context, our study agrees with Hamdan's (2011)

study of government employees, which finds that wages and rewards have an impact on organizational loyalty. This means that improving wages and rewards increases employee loyalty to their organization and makes them happier in their jobs. Our study also aligns with Falah's (2015) analytical study of the wage and reward system in public institutions of an industrial and commercial nature, which concluded that workers attach great importance to wages and rewards and consider them the primary financial motivator. A study by Ammar bin Nasser (2021) titled "Material Incentives and Their Role in Creating Organizational Loyalty" concluded that financial incentives, i.e., wages, primarily have an impact on employee loyalty within the organization. Wages and rewards are considered influential means of organizational loyalty, as Zulif (1998) indicates that wages and rewards satisfy employee needs. Shawish (2000) confirms this. Wages affect the motivation and enthusiasm of employees to perform their work. This means that wages and rewards are considered the most important aspect for employees in order to satisfy personal needs, and are considered among the factors that affect the employee's view and attitude towards his work.

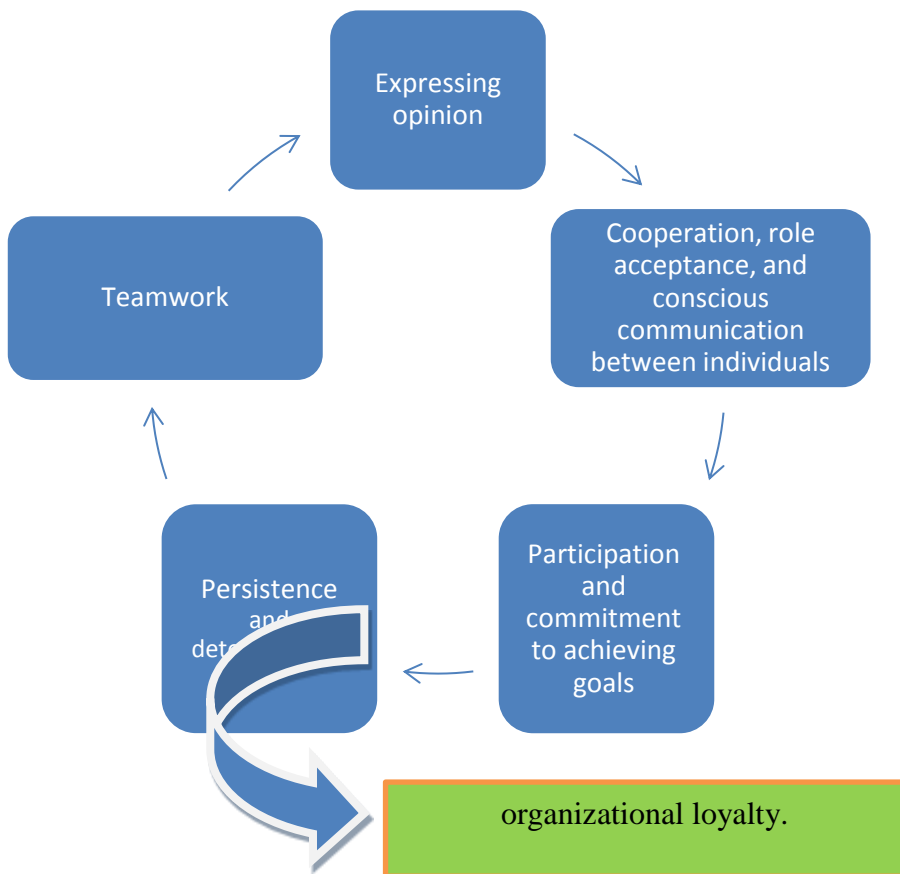
The study proved that there is a statistically significant correlation at the significance level of 0.05 between the work group and organizational loyalty among the workers of the Oran Port Corporation. This result or relationship can be interpreted as meaning that the more integrated, cooperative, and disciplined the relationships between members of the work group are in performing tasks, the greater the loyalty and the improvement of individual and collective performance, and consequently the achievement of the organization's production goals.



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The results of our studies were consistent with the results of the study (Bomazouna, 2013) at the Faculty of Higher Education at the University of Tripoli, as there was a positive direct relationship at the significance level of 0.01, i.e. statistically significant, meaning that the more understanding, participation and dependence there is between the members of the work group. They have a greater sense of organizational loyalty to their team and their organization. A study by Bilal Majider (2012) among workers in a cork factory in Jijel Province demonstrated a correlation between work group and organizational loyalty. It demonstrated the importance of work group cohesion through its positive effects, manifested in increased loyalty, satisfaction, performance, and productivity. In the same context, a study by Bouhlassa (2023) among professors at Ibn Khaldoun University demonstrated a relationship between work groups and organizational loyalty. Group dynamics are an essential element in employee loyalty, serving as an effective tool for assisting individuals, fostering their growth, and modifying their attitudes through their interactions and relationships with others. Groups are established and sustained with the goal of satisfying the needs of their members through their interaction and cooperation. A person can only achieve a sense of security and friendship within their group, and through cooperation with others, they can achieve goals they may not be able to achieve alone. We can conclude the relationship between the work group and organizational loyalty based on the study outcomes in the following form:

Figure (16) shows the relationship between the work group and organizational loyalty.



Source: Bourdji, Sayeh (2024)

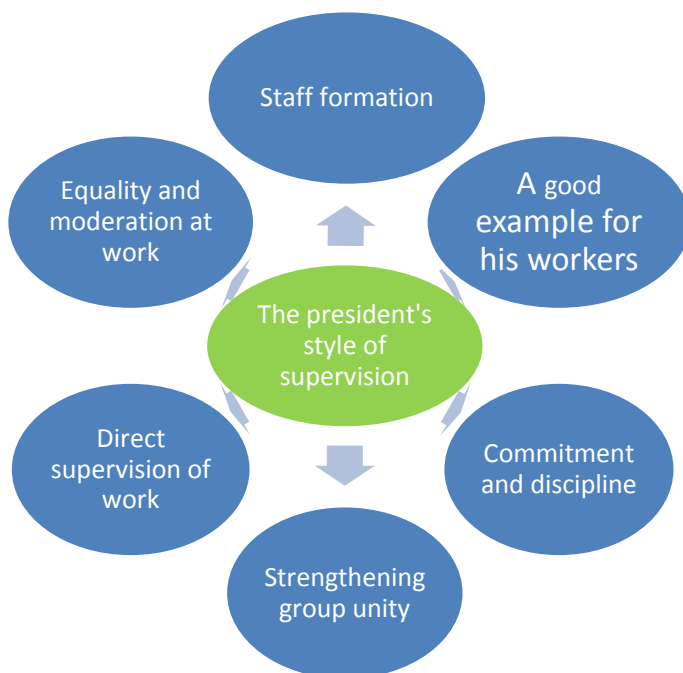
There is a statistically significant correlation at the significance level of 0.05 between the supervisory style of the president and organizational loyalty among the workers of the Oran Port Authority.



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The supervisory style and the way the supervisor deals with workers have a significant impact on shaping their organizational loyalty towards the organization. This is what the hypothesis proved by proving the correlation between the two variables, as the majority of the study sample's answers were positive, acknowledging that the supervisor works to strengthen group unity, provides training opportunities for employees, helps them improve their performance, commitment and discipline, equality and moderation in work, direct supervision of workers, and sets a good example for his workers in commitment, devotion and compliance with instructions and good and desirable behavior in the organization (such as respecting appointments, adhering to work hours, mastery and integrity in work...), In the same context, Muhammad (2012) in his study of the role of supervision in achieving loyalty standards in a telecommunications company, sees that there is a strong relationship between supervision and organizational loyalty. While the two studies differ from the study (Al-Hasani 2016) entitled "Quality of Work Life in Enhancing Organizational Loyalty among Researchers in the Gaza Strip", as the study showed a low degree of agreement on the supervisory style dimension.

Figure No. (17): Shows the relationship between the president's style of supervision and organizational loyalty.



Source: Bourdji, Sayeh (2024)

The results of the study showed that there is a statistically significant correlation at the significance level of 0.05 between participation in decisions and organizational loyalty among workers of the Oran Port Authority.

The current study has proven the statistical correlation between the two variables, as giving the worker the opportunity to express his opinions and ideas about decisions related to his work and contribute to solving problems and his ability to influence, and enabling him to



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obtain important information about the objectives of his position, encourages the worker more to engage and belong to the organization and adopt its objectives and culture due to his feeling and sense of interest and importance and that he has an effective role in the production process that goes beyond merely completing simple routine tasks, which achieves and raises his social status in the organization and thus the latter gains the organizational commitment and loyalty of its workers, as Nastiezaie et al (2015) defines organizational commitment as belief in the organization's values and objectives, and a sense of loyalty.

study Sarwar (2023) established : " that participative decision-making is positively related to job satisfaction, Additionally, job satisfaction was found to be a significant intervening variable with a positive relationship to employee loyalty. The findings revealed that when employees experience high levels of satisfaction with their work, they are far more inclined to exhibit firm loyalty to their employers."

Dahmardeh,Nastiezaie study (2019) concluded that organizational participation has a positive impact on organizational commitment, Executives can enhance organizational effectiveness when employees feel trusted by their managers. When there is mutual trust between managers and employees, managers involve employees in decision-making, which enhances employees' sense of organizational commitment and makes them more eager to make better, more accurate decisions, develop their knowledge, and perform their duties and responsibilities.

Bhatti's & al (2011) study concluded that investing in employee engagement in the organization showed better

results, and that employee commitment, high productivity, and the development of the required knowledge, skills, attitudes, and behaviors lead to higher levels of job satisfaction and organizational performance.

Conclusion:

This study shows the relationship between the quality of life at work and organizational loyalty, and thus joins the studies and research that have proven the relationship between the two variables. Therefore, managers should consider working more to improve the quality of life of the worker to ensure his loyalty and full engagement in the organization and push him to dedication and mastery in work, creativity and innovation. The desired balance between the needs of the organization and the needs of the workers appears through organizational loyalty and the quality of life at work, and we should focus on improving the quality of all job characteristics, working conditions, wages and rewards, participation in decision-making, and the supervision process.

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