

The influence of organizational loyalty on achieving job satisfaction among employees -Case study of El sewedy Cables Company-

L'influence de la loyauté organisationnelle sur la satisfaction au travail des employés -Etude de cas de l'entreprise El sewedy Câbles -

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Abstract:

This study aims to highlight the role of organizational loyalty in achieving job satisfaction among employees of El Sewedy Cables company.

The study has found a strong correlation between variables; commitment has many reflections on the employees, it strengthens trust between them, and creates an atmosphere of commitment and stability as well as contributes to the development of employees' abilities and efficiency.

Keywords: *organizational loyalty; job satisfaction; employees; organization.*

Jel Classification Codes: M500; M540; M120; M21.

Résumé:

Cette étude vise à mettre en lumière le rôle de la loyauté organisationnelle dans la réalisation de la satisfaction au travail chez les employés de l'entreprise El Sewedy Câbles.

L'étude révèle une forte corrélation entre les deux variables, l'engagement a de nombreuses répercussions sur les employés, il renforce la confiance entre eux et crée une atmosphère d'engagement et de stabilité tout en contribuant au développement des capacités et de l'efficacité des employés.

Mots clés: *loyauté organisationnelle; satisfaction au travail; employés; organisation.*

Jel Classification Codes: M500; M540; M120; M21.

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1. INTRODUCTION

It is obvious that the management of any successful organization seeks to retain permanent staffs that have a high commitment to the organization in which they work. Through the fact that their senior management motivates them and always takes care of them because of the organization's conviction that these employees are the ones who ensure their work with efficiency and effectiveness. They are therefore always willing to do more and spend more time to preserve the organization, and work to maximize its achievements. Employees consider that their success and development are organically linked to the company's success and development. Employees who have a high commitment to their organization will go beyond the requirements and tasks of their job and offer more than expected of them, and that is the belief and feeling of all that the organization is one of them. Employees even see the company as their past, present and bright future.

The importance of job satisfaction in individuals is demonstrated in the expressions of the feelings of happiness resulting from the perception of the orientation of the job. These feelings give the job an important value represented by the desire of the individual to work and the surrounding however there is a difference in employees attitudes towards any values. Some employees give a high value to wages compared to other factors, while some individuals give a higher value to job stability.

1.2 Problematic of study

The problematic of this study is centralised around the reality of organizational loyalty prevailing in the company, and its role in achieving job satisfaction. From this point of view, the main problem can be summarized in the following question:

How does organizational loyalty affect job satisfaction among employees of El Sewedy Cables Company?

Starting from this research problem, we asked these important secondary questions:

- What is the reality of organizational loyalty at El Sewedy Cables Company?
- What is the level of job satisfaction of employees at El Sewedy Cables Company?

1.3 Hypothesis of study

Based on the problematic of the study and the secondary questions above, we suggest the following main hypothesis:

- There is a statistically significant relationship between organizational loyalty and job satisfaction at El Sewedy Cables Company.

In order to answer sub-questions, we suggest the following minor hypothesis:

- ✓ There is a statistically significant relationship between emotional loyalty and job satisfaction at El Sewedy Cables Company.
- ✓ There is a statistically significant relationship between the continuing loyalty and job satisfaction at El Sewedy Cables Company.
- ✓ There is a statistically significant relationship between standard loyalty and job satisfaction at El Sewedy Cables Company.

1.4 Importance of study

The importance of this study stems from the importance of the topic discussed, which deals with the role of organizational loyalty in achieving job satisfaction among employees, which is one of the most important topics that has received the attention of many thinkers and still needs new studies due to the association with the needs and motivations of the individual that change from Time to time and from one to the other, to know the actual reality and the level of organizational loyalty and job satisfaction in the Algerian company and the results of the study.

1.5 Objectives of study

The objectives that can be reached by the study can be summarized as follows:

- ✚ Determining the levels of job satisfaction and the reality of organizational loyalty among the employees of the company in question.
- ✚ Attemptto highlight the relationship between loyalty and job satisfaction.
- ✚ Trying to come up with the necessary recommendations that can contribute to improving job satisfaction in the Algerian company.

2. Theoretical framework

2.1 The concept of organizational loyalty

Mayday defines organizational loyalty as a situation in which the individual complies with the objectives of the organization, and wishes to maintain his membership in it to facilitate the achievement of his goals. (Al-Ghamdi, 2011, p. 36)

Al-Atabi sees it as: a sense of ownership of the organization that results in harmony with the organization and its objectives and the desire to stay in it and serve it regardless of the returns we will provide to it. (Al-Atabi, 2008, p. 8)

Allen Mery points out that organizational loyalty is a state of psychological association between the employee and the organization. It is also shaped by desire (emotional loyalty), need (continuing loyalty), and a sense of duty (normative loyalty). (Mery Allen & Allen, 1991, p. 63)

So, Organizational loyalty is:” the belief in the organization's goals and values and working to maximize those goals and embodying those values”. (Khudair & Al-Nuaimi, 1996, p. 31)

2.2 The importance of organizational loyalty

The importance of organizational loyalty to decision makers and managers in organizations, in being one of the variables to be developed by employees because of the positive outcomes at the level of both the individual and the organization, it goes beyond that to include the social and national level, including the following:

2.2.1 At the individual level

The results of loyalty at the individual level include many outcomes, while the committed individual feels belonging, safety, a positive view of self and strength and the determination of goals in life. Committed individuals are also rewarded for encouraging them. (Al Wazzan, 2006, p. 50)

The effects of organizational loyalty at the individual level include:

- ✓ A committed employee is more willing to sacrifice for the organization. (Greenberg, 2004, p. 218)
- ✓ Organizational loyalty contributes to higher job satisfaction, which is reflected in the low turnover, absence levels of the individual, and a sense of job stability. (Hanouna, 2006, p. 16)
- ✓ Motivates employees to do more related work tasks. And it makes them less willing to quit. (Nelson & Quick, 2003, p. 60)

✓ It increases the morale of employees, making them love their jobs and the organization they work for and pushes them to cooperate and work enthusiastically to achieve the organization's goals. (Al-Atabi, 2008, p. 76)

2.2.2 At the organizational level

The effects of organizational loyalty at the organisational level include:

✓ Organizational loyalty increases the level of productivity, reduces the rate of absence and improves the quality of work. (Nelson & Quick, 2003, p. 60)

✓ Organizational loyalty includes one of the key indicators for predicting many behavioural aspects, particularly turnover, it is assumed that committed individuals will be longer in the organization and more work towards achieving their goals. (Abdel Baki, 2004, p. 182)

✓ Reducing job drop-out and its implications such as: loss of good talent from employees, confusion in social patterns and communications, low morale, and low productivity.

✓ The ease of attracting the competencies of the organization, as the organization whose members feel high loyalty to its direction becomes good than the competencies would like to join.

2.3 The concept of job satisfaction

Before speaking about job satisfaction, we have to refer to a general theory about satisfaction in terms of language: satisfaction is the opposite discontent, meaning is satisfied with his love and acceptance. (Ibn Mansour, 2005, p. 168)

Mumford' defines satisfaction as the individual loves many aspects of his work more than those he does not.

Smith and Mitt Veron: "Job satisfaction comes at the centre of career quality which means how adequate the organization is to meet the needs or desires of employees".

Hamble defines satisfaction as a reversal of the degree of conformity between the real returns that the individual receives and is expected from him.

As Ston defines satisfaction. "It is a situation in which the individual integrates with his or her job or becomes a person who takes the job and interacts with it through his career ambition and desire to grow and progress,

and achieve his social goals through it". (Said Sultan, 2004, p. 194)

Hobc also believes that job satisfaction is a set of concerns about the psychological, material and environmental conditions that make the individual honest in his job.

There fore job satisfaction can be defined as follows: "It is a positive subjective feeling that the employee carries in the performance of his or her work (general job satisfaction) and this is achieved by reconciling what an individual expects from his or her work and how much he actually gets in this work in order to satisfy his needs and expectations in his work environment".

2.4 The importance of job satisfaction

The importance of job satisfaction is shown in its association with the human element, which is the main pillar of production in organizations that, whatever the type, need the human mind to manage and drive. Job satisfaction addresses the feelings of the working individual, whether he is a manager, a small worker, an employee of the direction of the indicators of his work, the conditions in which he works, and the environment around him.

In general, the availability of job satisfaction among employees leads to:

- ✓ Raising the morale of workers leads to lower absences rates, complaint rates as well as the level of conflicts between workers and management.
- ✓ Increase disloyalty, if the level of job satisfaction can contribute to increasing the effectiveness of the organization.
- ✓ Achieving the psychosocial compatibility of the individual, which leads to success at work, thus increasing the individual's productivity, satisfaction is linked to success at work is the criterion of society's assessment of its members, and can also be an indicator of the success of the individual in various aspects of his or her family and social life.

2.5 The relationship between organizational loyalty and job satisfaction

Considering the relationship between job satisfaction and organizational loyalty shows that there is a close connection between them, a number of researchers have focused on a close correlation between organizational loyalty and job satisfaction. They are satisfaction with the type of work, satisfaction with payment, and satisfaction with the relationship with colleagues. That is, the more organizational loyalty, the greater the job satisfaction, and we can explain that loyalty comes from the process of homogenizing the goals and

values of the individual with the goals and values of the organization, which means the fewer conflicts that the individual can feel in the course of his or her role, and thus the reduction of the tensions of his work, which is directed towards work is positive, and therefore has job satisfaction with some of the professional and human variables of personal self-determinants as well as the most influential occupational working conditions. (Al-Maamouri, 2012, p. 34)

3. Methods and Materials

3.1 Sample and Data collection

The study population consisted of all employees of El Sewedy Cables Company in the wilaya of Ain-Defla, whether they were heads or subordinates, out of a total of 150 workers. A sample of 30 divided into different categories was selected. During the period November 2021.

3.2 Statistical tools used

After obtaining the data, the questionnaire was analysed through the statistical SPSS program using the following statistical tests:

- **Repetitions, percentages and graphs:** to describe the characteristics of the sample vocabulary and determine the proportions of their answers to the study axes.
- **Arithmetic average**, to know the degree of response of the vocabulary of studies to the terms of the questionnaire by degree of importance in order to know the opinion of employees about the dimensions of organizational loyalty and its impact on job satisfaction.
- **Cronbach's alpha correlation coefficient:** to measure the stability of the study tool.
- **Test coefficient** to measure the degree of independent variable effect on the dependent variable.

The researchers verified the stability of the questionnaire for this study by using the Cronbach's alpha coefficient (table.1)

Based on these statistical methods, the raw data obtained from the questionnaire distributed to the sample members of the study were processed and the results of the statistical analysis were presented below.

4. Results and discussion

In order to identify the dimension prevailing in El Sewedy Cables Company, the data was emptied in the SPSS program, we point out that in the analysis we relied on the Likert scale which contains five grades ranging from 01 to 05. The results of the study are related to these grades, the lower averages of the answers (1-2.99) indicate a low response around the expression and tendency to reject it. But if they range between (3-5), this indicates a response to the expression and tendency to accept it.

4.1 View and analyse the dimensions of the axis of organizational loyalty

This axis includes a set of questions centered on the dimensions of organizational loyalty, and we have limited our study to the three dimensions of organizational loyalty (emotional loyalty dimension, continuous loyalty dimension, standard loyalty dimension). The results were as follows:

The arithmetic average was 4.09 with high relative importance and the results were as follows (table.2):

➤ The arithmetic average of expressions (01 to 06)- that indicate the dimension of emotional loyalty in organizational loyalty, which are ranged in values- was between (3.03 and 4.50), which reveal high relative importance and this indicates that the responses of sample tend to accept the content of the terms indicating in the emotional loyalty dimension.

➤ The arithmetic average of expressions (07 to 11)- that indicate the dimension of continued loyalty- was between (3.83 and 4.53), which reveal high relative importance, and this indicates that the responses of sample tend to accept content Statements of continued loyalty.

➤ The arithmetic average of expressions (13 to 15)- that indicate the dimension of standard loyalty - was between (3.90 to 4.40), which reveal high relative importance, indicating that the responses of the sample are due to the existence of the possibility of differentiation between continuous loyalty and standard loyalty due to their level of education.

From the above analysis of the responses of the sample members to the organizational loyalty axis, we found that their acceptance of the expressions indicate that the three dimensions suggested well reflect the axis of organizational loyalty.

4.2 View and analyse the dimensions of the axis of job satisfaction

The arithmetic average was 3.73 with medium relative importance and the results were as follows (table.3):

➤The arithmetic average of expressions (16 to 19)- that indicate the dimension of salary and rewards - was between (2.40 to 3.63), which reveal moderate relative importance, indicating that the responses of the sample tend to accept the content of the terms suggested in the the salary and rewards dimension.

➤The arithmetic average of expressions (20 to 24)- that indicate the dimension of work tasks and duties - was between (3.53 to 4.23), which reveal medium relative importance, this indicates that the responses of the sample tend to accept the content of the terms suggested in the dimension of work tasks and duties.

➤The arithmetic average of expressions (25 to 30)- that indicate the dimension of Relationships with colleagues and superiors- was between (3.50 to 4.40), which reveal high relative importance, this indicates that the responses of the sample tend to be highly accepted for statements that are indicative to relationships with colleagues and bosses.

➤The arithmetic average of expressions (31 to 34)- that indicate the dimension of appreciation and self-esteem - was between (3.57 to 4.27), which reveal high relative importance this indicates that the responses of the sample tend to be highly accepted for statements that are indicative to the dimension of appreciation and self-esteem.

From the above analysis of the responses of the sample members to the job satisfaction axis, we found that their acceptance of the expressions indicate that the four dimensions suggested well reflect the axis of job satisfaction.

4.3 Testing the hypothesis

In order to identify the nature of the relationship between organizational loyalty and job satisfaction, as well as the degree to which organizational loyalty contributes to raising the level of job satisfaction, we used the Spearman correlation coefficient, the test (t) of independent samples to test

hypothesis, as well as the test coefficient to measure the degree of independent variable effect on the dependent variable.

4.3.1 Testing the main hypothesis

There is a statistically significant relationship between organizational loyalty and job satisfaction at El Sewedy Cables Company.

This hypothesis was chosen through the axis of organizational loyalty and the axis of job satisfaction, which showed according to the result of the study that the company exercises the three dimensions of organizational loyalty (emotional, continuous, standard).

Therefore, the study will be limited to determining the relationship between dimensions and variable dependent job satisfaction, as well as find out the most influential dimension in the company was as the following:

$$R_{xy}=0.896$$

There is a good and positive correlation between organizational loyalty and job satisfaction at El Sewedy Cables Company (Table. 4), i.e., organizational loyalty affects 89.6% of the functional satisfaction of the sample size and the following equation reflects the relationship:

$$Y=0.337+0.890X_1+0.035X_2-0.176X_3$$

Y=Job satisfaction

x_1 = emotional loyalty

x_2 = continuous loyalty

x_3 = standard loyalty

Good quality model **0.802** which is statistically acceptable.

T* = 35.09, moral at 5% indicative level, i.e., organizational loyalty affects job satisfaction at 5%.

4.3.2 Testing the first minor hypothesis

There is a statistically significant relationship between emotional loyalty and job satisfaction El Sewedy Cables Company.

This hypothesis was tested through the terms (01 to 06) in the axis of organizational loyalty which was shown by the result that the company exercises it, and therefore the relationship between this dimension and the variable dependent job satisfaction was studied and the results were as follows:

$$R_{xy}=0.892$$

There is a good and positive correlation between emotional loyalty and job satisfaction at El Sewedy Cables Company, i.e., emotional loyalty affects 89.2% on job satisfaction of sample size and the following equation reflects the relationship:

$$Y=0.089+0.762X_1$$

Y = Job satisfaction

X₁= emotional loyalty

The model is good quality **0.796** which is statistically acceptable.

T* = **109.503**, a moral at the level of significance 5 %, i.e., the emotional affects job satisfaction at 5%.

4.3.3 Testing the second minor hypothesis

There is a statistically significant relationship between the dimension of the continuing loyalty and job satisfaction in El Sewedy Cables Company.

This hypothesis was chosen through the terms (07 to 11) in the axis of organizational loyalty, which was shown by the result that the company exercises it, and therefore the relationship between this dimension and the variable dependent job satisfaction was studied and the results were as follows:

$$R_{xy}=0.795$$

There is a good and positive correlation between the continuing loyalty dimension and job satisfaction at El Sewedy Cables Company i.e., the continuous loyalty affects 79.5% of the functional satisfaction of the sample size and the following equation reflects the relationship:

$$Y=0.085+0.668X_2$$

Y = Job satisfaction

X₂= Continuing loyalty

The model is good quality **0.633** which is statistically acceptable.

T* = **48.23** ,moral at 5% indicative level, i.e., continuing loyalty affects job satisfaction at 5%.

4.3.4 Testing the third minor hypothesis

There is a statistically significant relationship between the impact of standard loyalty dimension and job satisfaction in El Sewedy Cables Company.

This hypothesis was chosen through the terms (12 to 15) in the axis of organizational loyalty, which was shown by the result that the company exercises it, and therefore the relationship between this dimension and the variable dependent job satisfaction was studied as follows:

$$\mathbf{R_{xy}=0.743}$$

There is a good and positive correlation between standard loyalty and job satisfaction at El Sewedy Cables Company. i.e., the standard loyalty affects 74.3% of the functional satisfaction of the sample size and the following equation reflects the relationship:

$$\mathbf{Y=-0.436+0.746X_3}$$

Y = Job satisfaction

X₃= standard loyalty

Good quality model **0.553** which is statistically acceptable.

T*=34.59 moral at 5% indicative level, i.e., standard loyalty affects job satisfaction at 5%.

4.4 Results of study

Organizational loyalty is the willingness of employees to make the utmost effort in the interest of the organization to remain in it, it is also one of the most common methods that are used to run organizations.

Job satisfaction is an important means of raising the level of performance, as it contributes to reducing absence rates and turnover.

Through our study of the role of organizational loyalty in achieving job satisfaction among employees, we reached the following results:

- There is great agreement by the employees on all expressions of organizational loyalty, their interaction with it and their satisfaction with their loyalty.
- Organizational loyalty affects 89.6% of job satisfaction, and this confirms the validity of the main hypothesis in the field study.

- The study showed that there is great agreement by the employees on all expressions of organizational loyalty, as it was shown that the three organizational loyalty dimensions (emotional, continuous, and standard) are practiced in El Sewedy Cables Company.
- The results indicated that there is great agreement by the employees on all expressions of job satisfaction.
- The study showed that there is a strong correlation between organizational loyalty and job satisfaction, where this correlation reached 89.6%, which confirms the validity of the main hypothesis.
- We have found that there is a strong and statistically significant inverse and correlation between emotional loyalty and job satisfaction, amounted to 89.2%, which confirms the validity of the first minor hypothesis.
- We have found that there is a strong positive and correlation relationship with statistical significance between the dimension of continuous loyalty and job satisfaction, amounted to 79.5%, which confirms the validity of the second minor hypothesis.
- We have found that there is a strong positive and correlation relationship with a statistical significance between the dimension of standard loyalty and job satisfaction, amounted to 74.3%, which confirms the validity of the third minor hypothesis.
- It also turns out that emotional loyalty dimension is the most influential in in El Sewedy Cables Company.

5. CONCLUSION

The importance of the human element in the organizations is embodied in being the most important elements of production that contribute to the implementation of the organization's activities and achieve its objectives. Therefore, most of these organizations try to harness all their efforts and various means to provide a good and qualified workforce, whether when selected for jobs, or to take care to training them and giving them different skills.

The success of any organization is measured by the extent of the qualification of the potential energy, The labor force to reflect this in high

levels of the possibility of giving and working on the development of this tender to achieve the degree of satisfaction of the work and improve their performance.

The great challenge that any organization faces is its ability to maintain its human resource because it is a source of success and excellence and a solution to many problems it faces, due to the continuous attempts since the 19th century to ensure the loyalty and commitment of individuals to achieve the organization's goals.

In order to activate the human resource and take advantage of its capabilities and energies to improve production, the challenges of the organized business environment led to an understanding of its different motives and how to influence them to provide job satisfaction, and led researchers to explain the different trends that the individual carries towards his profession and towards related factors with it and towards life in general.

the study concluded a series of recommendations including:

1. Improving the organization's salary system and rewards so that employees are more satisfied. They are happier in their job corresponding with their work efforts, and in order to be more satisfied comparing to their colleagues in other organizations.
2. Improving and diversifying the organization's motivation system to ensure that incentives are distributed fairly and transparently among employees, with the principle of reward/punishment/offence applied to all.
3. Promote job satisfaction in the organization through the 'job enrichment' approach and 'business expansion' approach.
4. The important need for administration to be aware to recognize the levels of loyalty and satisfaction of employees periodically/hexagonal.

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Table N°1: The questionnaire's stability factor.

N° expression	1-34
Reliability coefficient	0.896
Constancy of performance of the study	0.896

Source: realized by the researchers based on the results of the SPSS data.

Table N°2: the results of Descriptive statistics of dimensions of the organizational loyalty

The expression		Totally disagree	Don't agree	Neutral	Agree	Totally agree	Average arithmeti	Degree of response
1	I feel like working hard to achieve the company's goals.	0	02	03	03	22	4.50	High
		0	6.7 %	%10	10%	73.3%		
2	I always feel proud to talk about the company I work for as the best to work and be associated with.	02	4	02	04	18	4.07	High
		6.7 %	13.3 %	6.7 %	13.3 %	60%		
3	I think my personal values are consistent with those of the company.	3	3	07	0	17	3.83	High
		%10	%10	23%	0	56.7 %		
4	I consider that the company's problems are my personal problems, so I think about them during my vacation.	06	08	05	1	10	3.03	Mediu m
		20 %	26.7 %	16.5 %	3.3 %	33.3 %		
5	There's an emotional connection to the company I work for.	02	05	07	01	15	3.73	Mediu m
		6.7 %	16.7 %	23.3 %	3.3 %	50 %		
6	I feel like I work in a family atmosphere at my company.	02	02	03	03	20	4.23	High
		6.75 %	6.7 %	10 %	10 %	66.7 %		
The degree of response of sample members to the dimension of Emotional loyalty							3.89	High
7	I accept any work assigned by the company in order to guarantee the continuity of work in it.	0	03	02	03	22	4.47	High
		0	10	6.7 %	10%	73.3%		
8	I feel satisfied with the gains my work in the company brings to me and feel that it meets my personal and career needs.	02	03	07	04	14	3.83	High
		6.7 %	10 %	%23 .3	%13 .3	46.7 %		
9	I take a strong interest in the future of my company.	0	0	05	04	21	4.53	High
		0	0	16.7 %	13.3 %	70 %		
10	Moving to another company will cost me many costs, and I will lose many benefits that I get from my work in my current company.	06	02	07	01	14	4.10	High
		20 %	6.7 %	23.3 %	3.3 %	46.7 %		
11	I want to stay in the organization no matter what an opportunity I have	0	04	07	18	01	4.10	High
		The degree to which sample members respond to the dimension of continuing loyalty						
12	I feel that the company cares and agrees with the customs and traditions of the society in which we live.	03	0	06	17	04	4.07	High
		10 %	0	20 %	56.7 %	13.3 %		
13	I think my move to another company is unethical.	00	04	09	14	03	3.90	High
		0	13.3 %	30%	46.7 %	10%		

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14	My loyalty to working for this company is because of the friendship I have with my employees.	0	04	02	22	02	4.40	High
		0	13.3 %	6.7 %	73.3 %	6.7%		
15	I see my work in the company as the best opportunity to work because of its good reputation in front of society.	0	03	04	21	02	4.37	High
		0	10%	13.3 %	70%	6.7%		
The degree to which sample members respond to the standard loyalty dimension							4.18	High
The degree to which sample members respond to the dimensions of organizational loyalty							4.09	High

Source: realized by the researchers based on the results of the SPSS data.

Table N°3: the results of Descriptive statistics of dimensions of the job satisfaction

	The expression	Sample response (frequency, percentage)					Average arithmetic	of Degree response
		Totally disagree	Doesn't agree	Neutral	Agree	Totally agree		
16	The salary I get meets my needs	03	07	03	3.63	15	3.63	Medium
		10%	23.3 %	10 %		50 %		
17	I feel that my work and duties are commensurate with the salary I get	04	8	03	3.43	14	3.43	Medium
		13.3 %	26.7 %	10 %		46.7 %		
18	The annual bonuses offered are rewarding.	09	04	05	3.07	12	3.07	Medium
		3 %	13.3 %	16.7 %		40 %		
19	Salary is proportional to the general economic situation in society.	09	10	05	2.40	04	2.40	Medium
		30 %	33.3 %	16.7 %	6.7	13.33 %		
The degree of response of sample members to salary and rewards dimension							3.13	Medium
20	The tasks required at work are clear and accurate	02	02	07	05	14	3.90	High
		6.7 %	6.7 %	23.3 %	16.7 %	46.7 %		
21	I have difficulties in my work.	01	07	04	05	13	3.73	High
		3.3 %	23.3 %	13.3 %	16.7 %	43.3 %		
22	The time that my job allows me to be with my family is appropriate.	0	10	04	02	14	3.73	High
		0	33.3	13.3	6.67	46.67		

			%	%	%	%		
23	The period of training courses held is appropriate with my work	03	06	06	02	13	3.53	Medium
		10 %	20 %	20 %	6.7 %	43.3 %		
24	I am doing things that fit the nature of my work.	0	04	03	05	18	4.23	High
The degree of response of sample members to the dimension of work tasks and duties							3.83	High
25	There is a mutual understanding between me and my boss at work	01	01	3	05	20	4.40	High
		3.3%	3.3%	10 %	16.7 %	66.7 %		
26	My boss accepts my suggestions for developing a business	02	0	05	04	19	4.27	High
		6.7 %	0	16.7 %	13.3 %	63.3 %		
27	The relationship of employees is friendly and loving	1	3	06	04	16	4.03	High
		3.3 %	10%	20 %	13.3 %	53.3 %		
28	The bosses treated me with respect and respect.	0	03	05	07	15	4.13	High
		0	10 %	16.7 %	23.3 %	50%		
29	Work provides an opportunity to make friends.	02	02	02	05	19	4.23	High
		6.7%	6.7 %	6.7 %	16.7 %	63.3 %		
30	I Get the right amount of motivation and encouragement.	03	07	06	02	12	3.50	Medium
		10%	23.3 %	20 %	6.7 %	40%		
The degree to which the sample respond to the relationships with colleagues and superiors' dimension							4.09	High
31	working in the company will allow me get what I deserve and appreciation	03	04	08	03	12	3.57	Medium
		%10	13.3 %	26.7 %	10 %	%40		
32	Colleagues and in the company appreciate the efforts done by their co-workers	0	04	08	04	14	3.93	High
			13.3 %	26.7 %	13.3 %	46.7 %		
33	The job offers me a high statuses social community	02	04	07	06	11	3.67	High
		%6.7	13.3 %	23.3 %	20 %	36.7 %		
34	Working in the company is an honour for the family	0	04	02	06	18	4.27	High
		0	13.3 %	6.7 %	20 %	% 60		
The degree of the sample responds to the appreciation and self esteem dimension							3.86	High
The degree of the sample respond to the job satisfaction dimensions							3.73	High

Source: realized by the researchers based on the results of the SPSS data.

Table N°4: Correlation coefficient between organisational loyalty and job satisfaction

The field	Correlation coefficient	Selection coefficient	Sig probability value
Organizational loyalty and job satisfaction dimension.	0.896	0.802	0.000*

Source: realized by the researchers based on the results of the SPSS data.

7. Appendices

Questionary

The expression		Totally disagree	Doesn't agree	Neutral	Agree	Totally agree	
Emotional loyalty							
Organizational loyalty	1	I feel like working hard to achieve the company's goals.					
	2	I always feel proud to talk about the company I work for as the best to work and be associated with.					
	3	I think my personal values are consistent with those of the company.					
	4	I consider that the company's problems are my personal problems, so I think about them during my vacation.					
	5	There's an emotional connection to the company I work for.					
	6	I feel like I work in a family atmosphere at my company.					
	Continuing loyalty						
	7	I accept any work assigned by the company in order to guarantee the continuity of work in it.					
	8	I feel satisfied with the gains my work in the company brings to me and feel that it meets my personal and career needs.					
	9	I take a strong interest in the future of my company.					
	10	Moving to another company will cost me many costs, and I will lose many benefits that I get from my work in my current company.					
11	I want to stay in the organization no matter what an opportunity I have						
Standard loyalty							
12	I feel that the company cares and agrees with the customs and traditions of the society in which we live.						

	13	I think my move to another company is unethical.					
	14	My loyalty to working for this company is because of the friendship I have with my employees.					
	15	I see my work in the company as the best opportunity to work because of its good reputation in front of society.					
	Salary and rewards						
	16	The salary I get meets my needs					
	17	I feel that my work and duties are commensurate with the salary I get					
	18	The annual bonuses offered are rewarding.					
	19	Salary is proportional to the general economic situation in society.					
	Work tasks and duties						
	20	The tasks required at work are clear and accurate					
	21	I have difficulties in my work.					
	22	The time that my job allows me to be with my family is appropriate.					
	23	The period of training courses held is appropriate with my work					
	24	I am doing things that fit the nature of my work.					
	Relationships with colleagues and superiors						
	25	There is a mutual understanding between me and my boss at work					
	26	My boss accepts my suggestions for developing a business					
	27	The relationship of employees is friendly and loving					
	28	The bosses treated me with respect and respect.					
	29	Work provides an opportunity to make friends.					
	30	I Get the right amount of motivation and encouragement.					
	Appreciation and self esteem						
	31	working in the company will allow me get what I deserve and appreciation					
	32	Colleagues and in the company appreciate the efforts done by their co-workers					
	33	The job offers me a high statues social community					
	34	Working in the company is an honour for the family					

Job satisfaction