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The Role Of Organizational Culture In Achieving Organizational Loyalty: A Case Study Of The Algerian Electricity And Gas Company, Touggourt Province, Algeria.

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ARTICLE INFO	ABSTRACT
	The study aims to identify the role of organizational culture in achieving organizational loyalty in Algeria's national electricity and gas company in the state of Touggourt. To achieve the objectives of the study, a questionnaire was used as a main tool for collecting data, the distribution processes an adopted the simple random sample method and the study sample was based on 101 questionnaires. We analyzed this data by using (SPSS) program, version 27, as well as a set statistical methods. The study concluded that organizational culture plays a vital and important role in achieving organizational loyalty. As well as shaping employee's behavior and motivating them. The study also recommended that organizational culture should be key focus in human resources management strategies to enhance organizational loyalty and achieve the organization's goals more efficiently.
	Keywords: organizational culture, organizational loyalty, values, belief.

Introduction

In today's business arena, organizations compete and challenge each other to achieve excellence and sustainable success. Among the key factors affecting an organization's ability to meet its goals are organizational culture and its impact on employee loyalty. Organizational culture is a crucial aspect influencing organizational performance and stability. Successful organizations increasingly focus on building a strong and healthy organizational culture that fosters loyalty, which is a significant challenge. Employees who feel loyal and committed to the organization are high performers and make effective contributions. Consequently, organizational culture has gained significant attention within strategic management, organizational behavior, and human resource management as a key determinant of organizational success or failure, especially in the current environment characterized by rapid changes that can affect organizational performance and goal achievement.

1. Study Problem:

After reviewing the research framework addressing organizational culture and organizational loyalty and identifying the objectives we aim to achieve, it becomes clear that there is a need to understand the interactions and relationship between these two important concepts amid rapid changes in the organizational and cultural environment. This leads us to pose our research problem, which we seek to address through a theoretical and practical analytical framework focusing on a strategic Algerian company involved in the production and distribution of electricity and gas. The main question we aim to answer is: **What is the role of organizational culture in achieving organizational loyalty at the Algerian Electricity and Gas Company in Touggourt Province?**
1- To what extent is the organizational culture strong at the institution under study?
2- What is the level of organizational loyalty at the institution under study?

3- Is there a statistically significant relationship between organizational culture and organizational loyalty at the institution under study?

2. Study Hypotheses:
1- The institution under study has a strong organizational culture, manifested in a set of shared values, beliefs, and practices among employees that positively influence their behaviors and performance.
2- There is a high level of organizational loyalty, reflected in employees' sense of belonging, commitment to the institution's interests, and their effort to achieve its goals.
3- There is a statistically significant relationship between organizational culture and organizational loyalty at the institution under study.

3. Study Objectives:
•   To identify the essential requirements for achieving a successful organizational culture within the institution under study.
•   To explore the level of awareness among employees in the institution regarding the study variables and their interrelationships.
•   To offer some recommendations on the subject to the institution under study.

4. Study Methodology and Tools:
To address the study topic, we used a descriptive approach by surveying various definitions, concepts, and general principles related to organizational culture and organizational loyalty, as well as reviewing relevant previous studies. For the practical aspect, we relied on a case study methodology using a questionnaire tool and SPSS Version 27 for statistical analysis.

5. Study Model:

Figure 1: Illustrates the study model
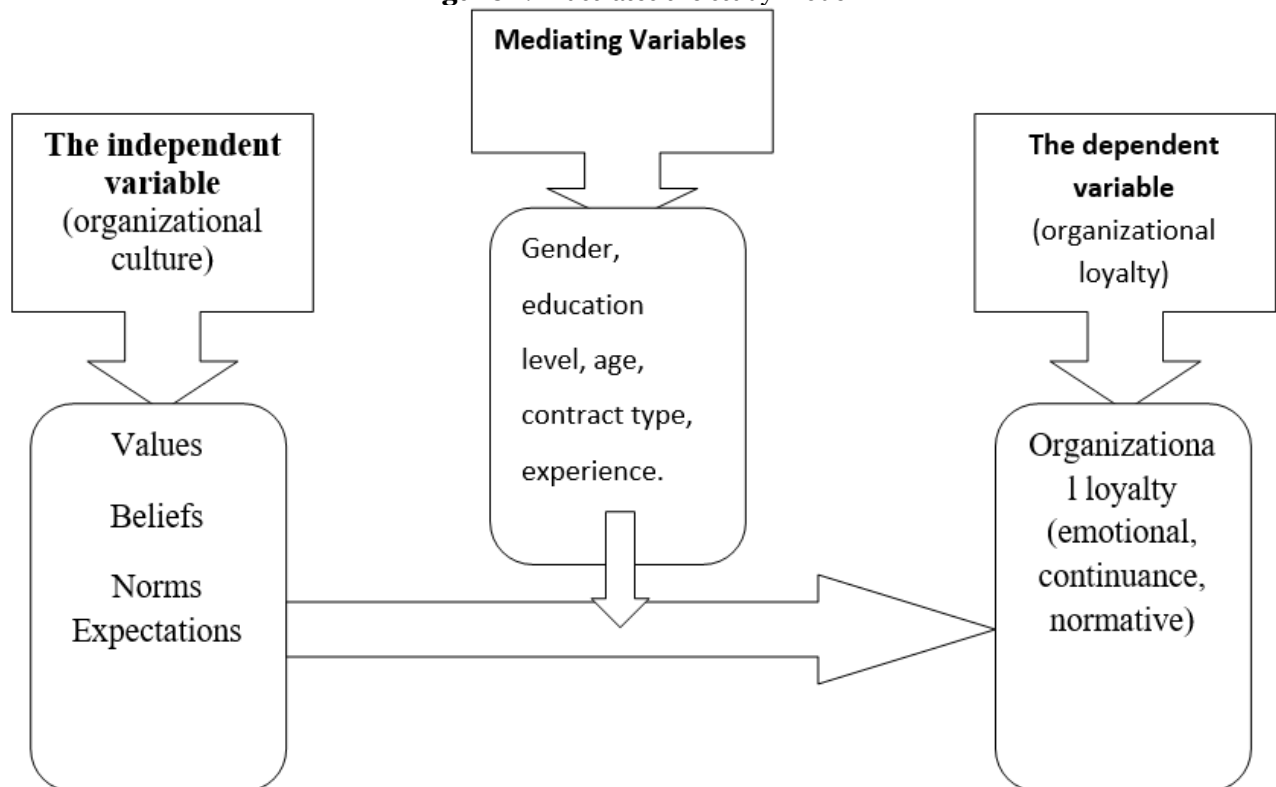
Source: Prepared by the researchers based on previous studies

First: Theoretical Framework
1- Organizational culture:
Organizational culture controls the way employees behave among themselves as well as with people outside the organization, and represents certain policies which guide the employees and give them a sense of direction in the workplace. Organizational culture helps keep employees motivated and loyal to the management of the organization. (Rafique,T,et all 2013).
according to Gunawan (2017), to achieve the success targets that have been previously planned, companies really need to think about what things can improve organizational performance factors, where this can advance organizational culture and help form employee

loyalty to the company. Organizational culture is able to coordinate and unite members of the organization with the rules, values, norms and codes of ethics. When someone has a goal to enter an organization, it usually has an identity or cultural background and also different characteristics. For his part, (Wiradinata & Mustamu 2013) sees states that organizational culture can be described as a set of values, assumptions, beliefs that are all believed to be true by a group of people, then integrate with each other and create a complete organizational culture. A company has a very strong characteristic of being results-oriented. Some characteristics such as thoroughness, stability, aggressiveness, and risk taking are completely influenced by salary. Compensation is one of the strategies that companies need to implement and pay close attention to in appreciating the work of their employees. In the same context (Saebah et al., 2023; Silaen et al., 2021) Organizational culture includes norms, shared values, and perspectives and behaviors espoused by its members. Organizational culture is the main pillar that shapes an organization's unique identity and character. Organizational culture is the main foundation that shapes organizational norms, values, and behaviors, (Noviana, E., & Manafe,2022) that organizational culture is a certain characteristic that is owned by each member and employee. This is clearly seen in the behavior, norms, and allegations related to the integrity of each organization in carrying out their work. Organizational culture is part of one of the company's strategies in achieving a certain goal. Organizational culture allows analyzing an organization as a set of interactions between people, which has a certain ability to build, define, change and replace its cultural elements. Authors such as Schein (1984) and Carvalho (2020) allow us to build perspectives that analyze organizational culture as part of a social structure that keeps its members connected, dependent and relational to each other. (Fernandes N, M. and Del Pra N M, 2022), Organizational culture is recognized as an important tool in controlling and coordinating the activities of organizational members (e.g., executives, managers and employees), facilitating communication among them and providing incentives for them to act in ways which the leaders of the organization consider necessary to achieve and sustain organizational effectiveness and comply with the requirements and expectations of the organization's external environment. It is therefore incumbent on organizational leaders to understand what organizational culture means, how it develops, and, more importantly, how it can be assessed and changed in order for the organization to adapt and evolve successfully. (Tsai, Y. 2011), Organizational culture affect the way people and group interact with each other, with clients and stakeholders. There is a set of shared understanding, norms, values, attitudes and beliefs of an organization. Human being is the founder and valuable source of all organizations. . (Valentine, 2017).

From the explanation above, it can be concluded Organizational culture is considered to be a set of values and beliefs that all members of the organization must follow, and these values represent standards that determine what is acceptable or unacceptable behavior, and what is right or wrong when the cultural values of the organization differ from the values of other organizations, this distinguishes the organization from other organizations.

2- Employee Loyalty:

According to (Valentino 2016), employee loyalty is a form of loyalty of an employee to the company where this loyalty is expressed by always faithfully providing good things for the company. For his part Nuriyah & Azizah (2021), argues that loyalty is the main thing that must be owned by employees. This loyalty will have an impact on the implementation process and the process of completing employee tasks. The trust given by the company to employees will also be carried out well. If all of these things are carried out properly, then the company's goals can be immediately obtained in accordance with the previously designed mission.

Kurniawan (2019) states that loyalty is not defined as an employee's sense of loyalty to the company only, but loyalty can also be described as a feeling that makes an employee consider himself a part of the company. It is intended that employees can work as much as possible. Employees who manage to survive should obey the regulations set by the company because it has become an obligation in accordance with applicable norms. However, loyalty must also be related to the company's commitment because of the emotional involvement with the company. Employee loyalty is a positive form or success of a company in managing its employess or human resources. (Sabil, A. P. 2021) Organizational loyalty refers to the dedication, commitment, and loyalty that employees show to the organization they work for, which motivates them to be long-term engaged, productive, and willing to exceed all expectations in their work. And to be keen on the success of their organization regardless of the benefits they receive. From this standpoint, employee loyalty is of great importance because it enhances the feeling of stability, trust, and mutual benefit between employees and the organization. The loyalty that an employee can show to their employers may include a greater interest in achieving the company's goals, producing innovative ideas, and always acting proactively.

From the above, organizational loyalty is defined as the emotional connection and belonging that employees feel towards the organization in which they work. Organizational loyalty includes commitment to the organization's values and goals, the desire to achieve its success, and the willingness to work hard and with dedication for the benefit of the organization.

Second: The Practical Framework of the Study:
1. **Introduction to the Institution under Study:** It is a joint-stock company with a capital of 40,000,000,000 DZD. According to Law No. 02-01 dated February 5, 2002, the Algerian Electricity Transmission Network Management Company enjoys a natural monopoly in electricity transmission. This monopoly ensures a required income for the company, represented by a fee for transmitting energy through the network. This fee is set by the Electricity and Gas Regulatory Commission and is uniform across the entire national territory.
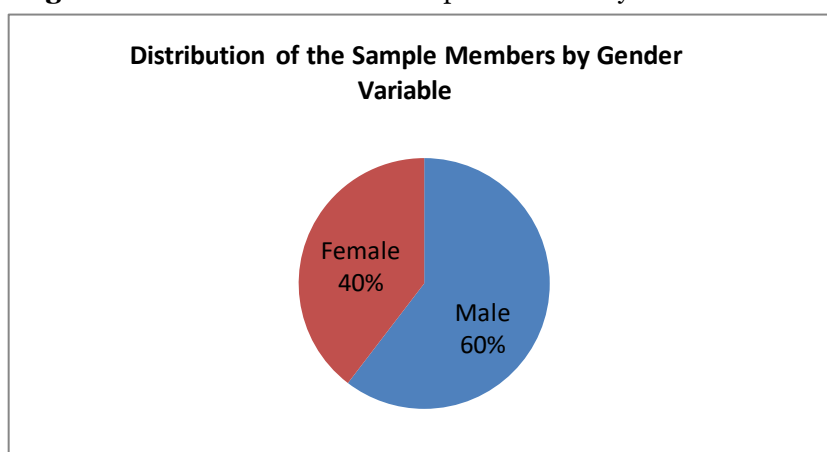
2. **Description of the Study Sample:**
2.1. According to Gender Variable:

Table 01: Distribution of the Sample Members by Gender

Gender	Frequency	Percentage (%)
Male	61	%60
Female	40	%40
Total	**101**	**100%**

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure 02: Distribution of the Sample Members by Gender Variable

Source: Prepared by the researchers based on the outputs of SPSS v27.

From the figure above, it is clear that the majority percentage is male, likely due to the nature of the work in the institution, which requires risk-taking and physical effort—attributes more commonly found in males.
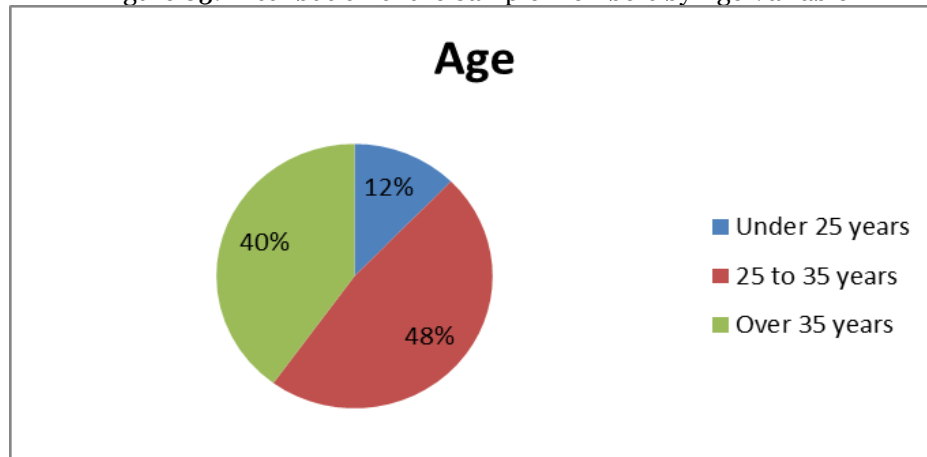
2.2. According to the Age Variable:

Table 02: Distribution of the Sample Members by Age Variable

		Age
Age Groups	Frequency	Percentage (%)
Under 25 years	8	7.9%
25 to 35 years	31	30.7%
Over 35 years	62	61.4%
Total	**101**	**100%**

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure 03: Distribution of the Sample Members by Age Variable

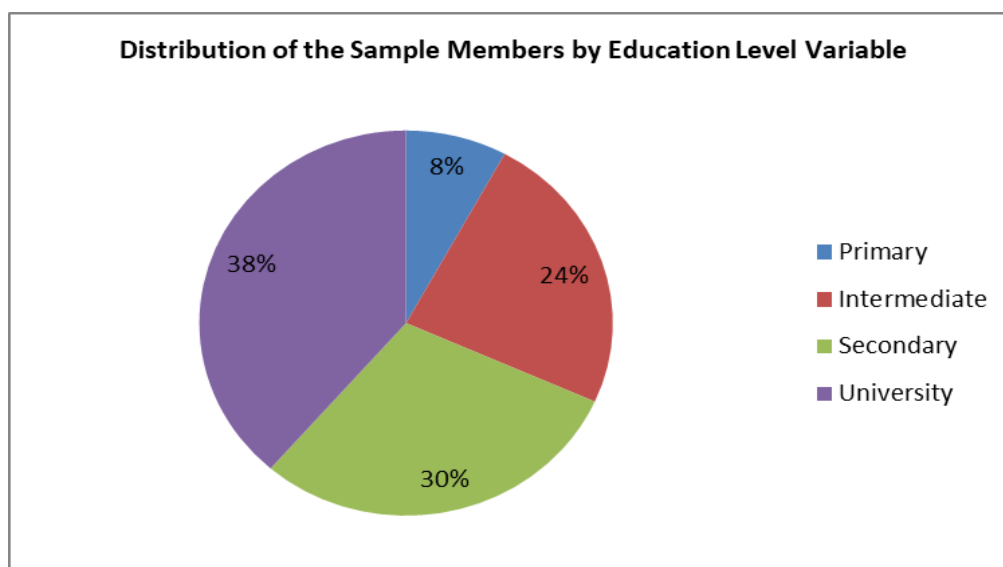**Source:** Prepared by the researchers based on the outputs of SPSS v27.

Based on the table and the chart above, the results show that the distribution of age groups within the sample reveals a varied concentration of individuals in each age category. The highest percentage is among those over 35 years old, with 62 individuals out of the total sample, representing 61%. This is followed by the age group of 25 to 35 years old, comprising 31%. The lowest number of individuals falls into the under-25 age group, with 8 individuals, representing 8% of the total sample. These results suggest that the institution relies more heavily on the mature age group in its operations.

2.3. According to the Education Level Variable:

Table 03: Distribution of the Sample Members by Education Level Variable

Education Level	Frequency	Percentage (%)
Primary	8	7,9%
Intermediate	24	23,8%
Secondary	30	29,7%
University	39	38,6%

Source: Prepared by the researchers based on the outputs of SPSS v27.

Source: Prepared by the researchers based on the outputs of SPSS v27.

Based on the table and the chart above, the results show that the sample is divided into four education levels: secondary, intermediate, primary, and university. The data distribution varies among these levels, with the largest percentage belonging to the university level at 38%, followed by the secondary level at 30%. The

intermediate level accounts for 24%, and the primary level for 8%. This indicates that the institution largely relies on employees with a university education, which may contribute to improving the quality of its work.

2.4. According to the Work Nature Variable:

Table 04: Distribution of Sample Members by Work Nature Variable

Categories	Frequency	Percentage (%)
Permanent	96	95%
Temporary	05	5 %

Source: Prepared by the researchers based on the outputs of SPSS v27.
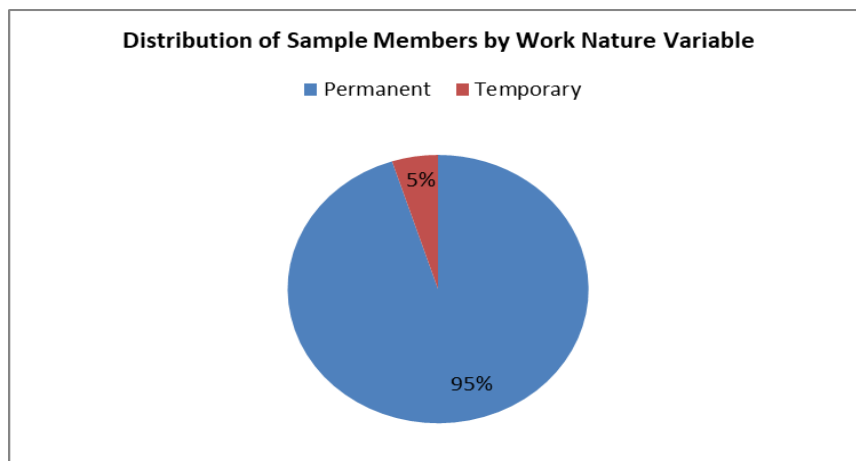
Source: Prepared by the researchers based on the outputs of SPSS v27.
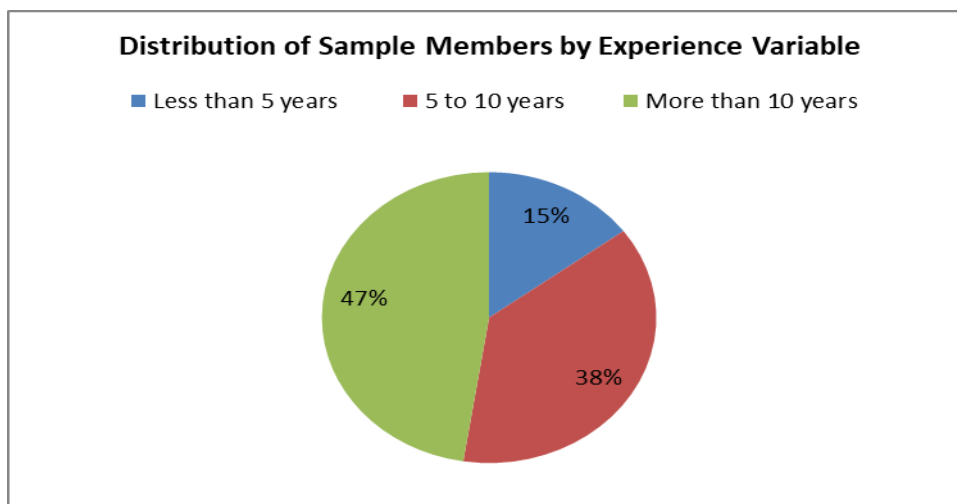
From the table and the chart above, the results show that permanent workers constitute the largest proportion at 95%, while temporary workers represent the smallest proportion at 5%. This is due to the nature of the organization as a public institution that guarantees permanent employment and contracts.

2.5   According to the Experience Variable:

Table 05: Distribution of Sample Members by Experience Variable

Categories	Frequency	Percentage (%)
Less than 5 years	15	14,9%
5 to 10 years	38	37,6%
More than 10 years	48	47,5%

Source: Prepared by the researchers based on the outputs of SPSS v27.

Source: Prepared by the researchers based on the outputs of SPSS v27.

From the table and the chart above, the results show that the sample, based on experience, is divided into three categories: the largest proportion is for those with over 10 years of professional experience at 47%, followed by those with 5 to 10 years of experience at approximately 38%, and lastly, those with less than 5 years of experience at 15%. Therefore, the institution has a relatively large proportion of employees with more than 10 years of experience.

3. Presentation and Discussion of the Study Results:

3.1 Reliability and Stability of the Study Variables:

Table 06: Cronbach's Alpha Coefficient for Measuring the Reliability of the Study Variables

Dimension	(Cronbach's alpha)	Total Number of Questionnaire Items
Variable 1: Organizational Culture	0.802	**17items**
Variable 2: Organizational Loyalty	0.814	**18items**
Study Reliability	**0.870**	**35items**

Source: Prepared by the researchers based on the outputs of SPSS v27.

It is observed that for the first variable, Organizational Culture, the Cronbach's Alpha coefficient values for the dimension with its seventeen (17) items were estimated at 0.802, which corresponds to 80.2%. This value is considered very good and indicates a high level of internal reliability. For the second variable, Organizational Loyalty, the Cronbach's Alpha coefficient values for the dimension with its eighteen (18) items were estimated at 0.814, which corresponds to 81.4%. This value is also considered very good and indicates a high level of internal reliability, according to Nunnally and Bernstein's scale.

3-2- Testing the Study Hypotheses:

Hypothesis 1: We will test it using the non-parametric Wilcoxon one-sample signed rank test. Accordingly, we assume the following:
- Null Hypothesis (H0): The organization under study does not have a strong organizational culture.
- Alternative Hypothesis (H1): The organization under study has a strong organizational culture.

The results obtained were as follows:

Table 07: Wilcoxon Signed-Rank Test for a Single Sample

One-Sample Wilcoxon Signed Rank Test Summary	
Sample Size	101
Test Statistic	4468,500
Standard Error	277,636
Standardized Test Statistic (Z)	7,535
Asymptotic Sig. (2-sided test)	,000
Effect Size	0,749

Source: Prepared by the researchers based on the outputs of SPSS v27.

We also calculated the effect size, which is determined using the following formula: Effect Size $=\dfrac{z}{\sqrt{n}}$

Effect Size $=\dfrac{7,535}{\sqrt{101}}$ Thus, the effect size is 0.749, which corresponds to approximately 75%. $\dfrac{7,535}{10,05}=$

Thus, from the One-Sample Wilcoxon Signed-Rank Test table, it is evident that the organization under study possesses a strong organizational culture, which is reflected in a set of shared values, beliefs, and practices among employees that positively influence their behaviors and performance.

Therefore, we can say that the first hypothesis has been confirmed through the One-Sample Wilcoxon Signed-Rank Test. It states: 'The organization under study possesses a strong organizational culture, which is reflected in a set of shared values, beliefs, and practices among employees that positively influence their behaviors and performance.

Hypothesis 2: We will test it using the parametric T-test. Accordingly, we assume the following:
- Null Hypothesis (H0): There is no high level of organizational loyalty.
- Alternative Hypothesis (H1): There is a high level of organizational loyalty.

The results obtained were as follows:

Table 08: One-Sample T-Test Statistics for Measuring Organizational Loyalty Level

Dimension	t-Statistic	df (Degrees of Freedom)	Sig. (2-tailed)	Mean	Std. Deviation
Organizational Loyalty	17,228	100	0,000	2,5187	**0,30259**

Source: Prepared by the researchers based on the outputs of SPSS v27.

Hypothesis 2: We will test it using the parametric T-test. Accordingly, we assume the following:

From the One-Sample T-Test Statistics table for measuring organizational loyalty, it is evident that there is a high level of organizational loyalty, which is reflected in employees' sense of belonging, commitment to the organization's interests, and their utmost effort to achieve its goals. This is also indicated by the statistical significance value of the One-Sample T-Test for measuring organizational loyalty, which is 17.288 with a significance level of 0.000, less than 0.05.

Therefore, it can be said that the second hypothesis has also been confirmed through this test. It states that: 'There is a high level of organizational loyalty, which is reflected in employees' sense of belonging, commitment to the organization's interests, and their utmost effort to achieve its goals.

Hypothesis 3: To test this hypothesis, we assume the following:

- Null Hypothesis (H0): There is no statistically significant relationship between organizational culture and organizational loyalty in the organization under study.
- Alternative Hypothesis (H1): There is a statistically significant relationship between organizational culture and organizational loyalty in the organization under study.

Table 09: Measurement of the Correlation Between Organizational Culture and Organizational Loyalty

Study Variables and Dimensions		Dimension 1: Organizational Culture	Dimension 2: Organizational Loyalty
Dimension 1: Organizational Culture	Pearson Correlation Coefficient	**1,000**	**0,537****
	Statistical Significance Value (Sig)		**,000**
Dimension 2: Organizational Loyalty	Pearson Correlation Coefficient	**0,537****	**1,000**
	Statistical Significance Value (Sig)	**,000**	

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the researchers based on the outputs of SPSS v27.

From the table, it is evident that there is a moderate positive correlation between organizational culture and organizational loyalty in the organization under study, with a correlation coefficient of 0.537** and a statistical significance value (Sig.) of 0.000, which is less than the significance level of 0.05. This relationship indicates that if organizational culture among the organization's employees increases by one unit, their organizational loyalty increases by 0.537*

Conclusions:

It can be said that organizational culture is one of the fundamental pillars that define the identity of any organization. It plays a crucial role in building positive relationships between individuals and promoting social and human values such as cooperation, innovation, and knowledge sharing, all of which contribute to increasing organizational loyalty. Employees feel a sense of belonging to the organization, viewing it as a part of themselves, which in turn enhances their loyalty and makes them more willing and dedicated to achieving the organization's goals. After conducting the current study at the Electricity and Gas Company in Touggourt Province, Algeria, both theoretically and practically, we have reached a set of findings and recommendations that can be presented as follows:

1. Study Findings :
1. Organizational culture plays a vital role in achieving organizational loyalty.
2. There is a high and strong level of organizational culture in the institution under study.

3. There is a high level of organizational loyalty in the institution under study.
4. There is a strong positive correlation between the independent variable, organizational culture, and the dependent variable, organizational loyalty, in the institution.
5. Workers at the Algerian Electricity Transmission Company are keen on exchanging expertise among themselves.
6. The institution has a strong and cohesive culture that enables it to retain its employees to achieve the organization's goals.

2. Recommendations:

1. Empower employees to participate in decision-making.
2. Encourage knowledge and expertise exchange among employees.
3. Promote cooperation and teamwork to achieve the organization's goals.
4. Provide continuous training and development for employees.
5. Encourage innovation and collaboration among employees within the institution.

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