

THE IMPACT OF THE ORGANIZATIONAL CLIMATE ON EMPLOYEE LOYALTY. CASE STUDY: SONELGAZ AIN DEFLA DISTRIBUTION MANAGEMENT

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Abstract

This study aimed to identify the impact of organizational climate with these six dimensions namely organizational structure, communication, leadership style, decision-making, motivation and technology on employee loyalty (emotional loyalty, moral loyalty and continuing loyalty) to the management of SONELGAZ distribution in Ain Defla. In this study, we used the method of descriptive analysis through a form randomly distributed to 200 employees, from which we recovered 150 questionnaires, which means that the sample study consisted of 150 workers. We also used the SPSS V28 statistical processing method to collect the data and analyze the results. The results showed a statistically significant effect of organizational climate on employee loyalty at the level of SONELGAZ distribution management in Ain Defla.

Keywords: Organizational climate, Employee loyalty, Organizational climate dimensions, SONELGAZ distribution direction

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1. INTRODUCTION

Organizational loyalty is an aspect of organizational culture. Organizations interested in maintaining a loyal and engaged workforce should communicate and implement proactive policies with employees in this regard to increase their loyalty and engagement. This can lead to organizational citizenship behavior. (Benyahia & Moussaoui, 2021).

A concept that refers to beneficial organizational behaviors that are neither rooted in formal roles nor a compensation contract. It refers to discretionary and voluntary actions. Organizational loyalty also refers to employees' adoption of the organization's values, attitudes, and beliefs, and their willingness to go the extra mile to achieve organizational goals.

From a functional perspective, human resource management practices are the primary tool for maintaining and increasing motivation and loyalty at work. Organizations have a lot of latitude as to what specific aspects to consider and reward when making positive decisions about raises or promotions or negative decisions such as demotions or terminations. Human resource management policies and practices can have an impact on organizational loyalty. In general, it has been shown that a higher or lower level of loyalty is a major factor in whether employees stay or leave an organization. As levels of organizational loyalty vary across groups, organizations, and countries, this in turn affects organizational outcomes. (Al-Qarioti & Freih, 2009, pp. 4-5).

The organizational climate that prevails in an organization helps to achieve its goals and aspirations, avoid internal problems, and ensure that individuals are interested in improving performance and have a positive attitude towards the organization, its leaders, and its goals, and therefore have what is known as organizational loyalty, which expresses the desire of the hardworking individual to continue serving the organization and give his best efforts to his concern the quality of the service it provides.

1.1 Research question

The problem of the study is to try to determine whether there is an impact of the organizational climate on the loyalty of the employees of the distribution management SONELGAZ in Ain Defla, as well as the relationship with the variables that directly affect the performance of the employees' tasks, according to their employee behaviors and their responses to the demands of the job, and based on the above, the fundamental question is:

- **What is the impact of the organizational climate on employee loyalty in the distribution department SONELGAZ in Ain Defla?**

This issue is divided into a set of sub-questions, which are represented as follows:

1. What is the level of the most important dimensions of the organizational climate provided by the distribution management SONELGAZ in Ain Defla?
2. What is the level of loyalty of employees in the distribution management SONELGAZ in Ain Defla?
3. Do the dimensions of the organizational climate have an impact on the organizational loyalty of the distribution management SONELGAZ in Ain Defla?

1.2 Study hypotheses

In the context of our study and in order to answer the question raised in the problematic, we formulated the following hypothesis

H1: There is a significant positive relationship between the dimensions of the organizational climate and the loyalty of the employees of the SONELGAZ distribution department in Ain Defla.

This assumption is divided into a number of sub-assumptions, as follows:

- H1(a): There is a significant positive relationship between the organizational structure and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.
- H1(b): There is a significant positive relationship between communication and employee loyalty at the SONELGAZ distribution management in Ain Defla.
- H1(c): There is a significant positive relationship between the leadership style and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.
- H1(d): There is a significant positive relationship between participation in decision-making and the loyalty of employees of the distribution management SONELGAZ in Ain Defla.
- H1(e): There is a significant positive relationship between the motivation system and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.
- H1(f): There is a significant positive relationship between technology and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

1.3 Objectives of the study

Through our research, we seek to achieve a number of objectives, which we quote below:

- To understand the nature of the relationship between the organizational climate of the distribution management SONELGAZ in Ain Defla and the loyalty of their employees.
- To verify the existence of organizational loyalty, which helps employees comply with management objectives and increase their loyalty.
- To examine the extent to which the organisational climate and loyalty are considered as pillars to achieve the objectives of the distribution management SONELGAZ in Ain Defla.
- To understand the nature of the relationship between indicators such as the company's organizational structure, communication styles, participation in decision-making, incentive systems, technology, leadership style, and organizational loyalty.
- To understand the nature of the existing organizational climate and its level of alignment with management objectives.

1.4 Importance of the study

The organizational climate is one of the important topics related to the working conditions and performance modalities of individuals within an organization, in accordance with the procedures related to legal, organizational and social aspects and the practical policies it provides to improve their skills and achieve their objectives, whether for profit or not-for-profit, and to empower the individuals who work there. And strive to achieve their professional ambitions and increase the degree of alignment between personal and professional goals at work. When it comes to employees, keep working at the organization and commit to the mission and do everything you can for the development of the organization.

1.5 Study variables

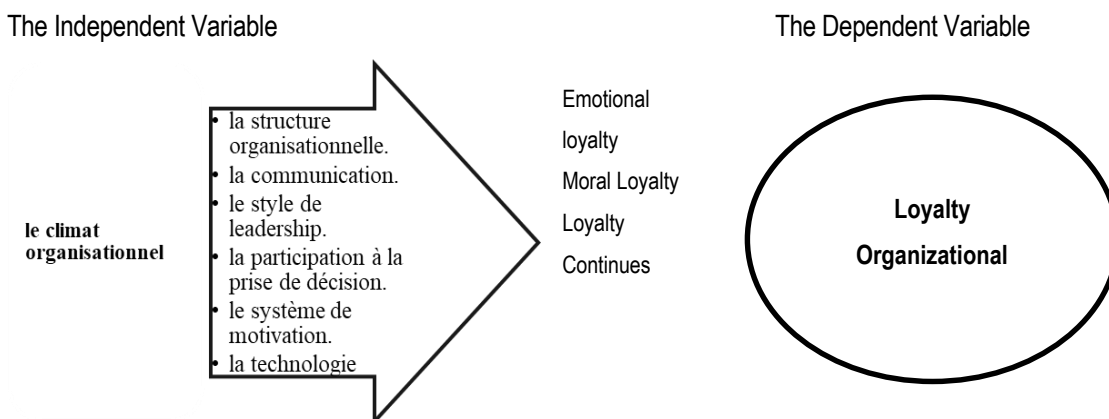


FIGURE 1. VARIABLES OF THE STUDY
Source: Prepared by the researchers

1.6 Previous studies

Numerous studies have addressed the topic of organizational climate and loyalty from several aspects, the most important of which are:

Study by Yukthamarani Permarupan, Roselina Ahmad Saufi, Raja Suzana Raja Kasim and Bamini KPD Balakrishnan (2013) entitled "The Impact of Organizational Climate on Employee's Work Passion and Organizational Commitment". This article proposes to study the organizational climate, employee passion for work, and organizational engagement of academics in public and private universities in Malaysia. An argument is made that there is a causal relationship between a good organizational climate, employees' passion for work, and commitment to the organization. A conceptual model of organizational climate, passion for work, and organizational engagement of employees is proposed to explain the relationship between these variables. A sample of 500 academics from public and private universities in Malaysia was

surveyed using an organizational climate questionnaire. This cross-sectional study aimed to meet the needs and expectations of employees in relation to employers in terms of organizational climate and engagement. (Permarupan, Saufi, Kasim, & Balakrishnan, 2013).

Study by Vijayalakshmi C, Benita S Monica and M S Siranjeevi Sivakumar (2017) "A study on impact of organizational climate on job satisfaction in recruitment firm – chennai". This article involves a study on the impact of different dimensions of organizational climate on job satisfaction. The aim of the study was to discover the relationship between organizational climate and job satisfaction. The study was conducted at a recruitment company to find out the climatic factors affecting job satisfaction. The study included 80 samples collected from corporate recruiters. Data were analysed using descriptive analysis, unidirectional ANOVA, and regression analysis. The results showed that perceptions of climate and job satisfaction varied according to the age and grade of employees. They also showed that employees' job satisfaction was moderate, depending on the climate. Based on the results, it is highly recommended that recruitment firms improve job satisfaction by offering incentives and rewards to increase engagement with the organization. (Vijayalakshmi, Benita, & M S Siranjeevi, 2017, p. 3351)

The study by Dehia Khaled (2021) under the title "The relationship between organizational climate and loyalty of public administration employees". To understand whether there is a statistically significant relationship between organizational climate and organizational loyalty among public administration employees, a questionnaire was randomly distributed to 32 public servants for the purpose of this study. We also used an organizational loyalty scale. These correspond to the sample studied. From the results of this study, it can be seen that there is a statistically significant relationship between the three dimensions of organizational loyalty, which are: the communication type dimension, the decision participation dimension, and the incentive system dimension are related to organizational loyalty as long as the organizational structure is not related to organizational loyalty; in fact, Spearman's correlation coefficient between them is 0.09, which is not statistically significant. In terms of overall degree, there is a statistically significant relationship between the organizational climate variable and the organizational fidelity variable, as the correlation coefficient is 0.98, showing a strong correlation at the significance level of 0.01. (Dahia, 2021).

2. THE THEORETICAL FRAMEWORK OF THE STUDY

2.1 Definition of the organizational climate

"Organizational climate is considered a significant concept, with important implications for understanding human behavior within organizations" (Castro and Martins, 2010, Cotton, 2004; Villamizar Reyes and Castañeda Zapata, 2014 (Akhlaffou, El Wazani, & Souaf, 2017, p. 72).

According to Bowen and Ostroff (2004), "an organizational climate results from policies and procedures that reinforce specific employee behaviors, allowing the development of a shared perception of expectations." (Gaëlle, 2016, p. 6).

Ekvall's (1996) view of objectivism defines climate as "a conglomeration of attitudes, feelings, and behaviors that characterize life in an organization and exist independently of the perceptions and understandings of the organization's members." (Hoßbach, 2019, p. 17).

In summary, climate is a global concept consisting of a specific configuration of structural elements that can vary from one author to another. It has the meaning of "permanence", but can change after a specific intervention, and is based on a description of an individual's perceived characteristics of external reality. Finally, it can be seen as a determinant of behavior because it acts on attitudes and expectations that have a direct impact on behavior. (Genevieve, 2008, p. 20).

2.2 Organizational climate dimensions

Organizational structure: This is the framework that defines the different administrative levels and the power of each of its components over another. It shows the management methods, leadership styles, decision-making and information processing methods to be followed according to the relationship to the tasks of each person in the organization and his or her role in achieving objectives.

Participation in decision-making: Giving employees the opportunity to make decisions makes them feel important in achieving goals, which has a positive effect and boosts their morale and reinforces their sense of good that the organization gives them, which in turn encourages them to make more efforts to achieve effective performance and thus deepen their affiliation and loyalty to the organization as true partners in the organization decision-making.

Incentive system: Employees perceive the incentives offered as being entirely related to the level of performance achieved, helping to strengthen organizational justice, trust, and belonging, and leading to increased motivation for the company's performance (Atallah & Boubidi, 2021, p. 595).

The technological environment: It is obvious that the use of new technologies in organizations can be considered as a major factor, which helps to train workers, adapt their skills to work protocols, allow them to control their own technology.

Communication: Communication is an important tool because it plays a very important role in the success of an organization, especially internal communication, which can be defined first of all as the set of communication actions aimed at the employees of an organization.

Leadership Style: The importance of leadership is embodied as a way to influence others to achieve a common goal. That is, the process of communication between the leader and subordinates, through

timely information and appropriate forms, the exchange of knowledge and trends, and the coordination to accomplish pre-planned tasks.

2.3 The definition of employee loyalty

According to Jaemoon (2000): "There are a large number of researchers who have given a comprehensive definition of organizational loyalty, based on the presence of strong feelings in the individual towards acceptance of the organization's goals and values, and the availability of a serious desire to work and continue in the organization.

Employee loyalty can be understood as an emotional commitment of employees. Emotional commitment refers to an employee's desire to continue a relationship with a particular employer because he or she values the relationship for its own sake, regardless of its instrumental value, and because he or she feels a sense of loyalty and belonging. (Geyskens, Steenkamp, & Scheer, 1996, p. 305).

2.4 Dimensions of organizational loyalty

Meyer and Allen define organizational loyalty as the three-element model, because in his view loyalty is based on the following three elements: (Jaros, 2007, p. 08)

Emotional loyalty: It expresses emotional attachment to the organization and is influenced by the individual's perception of the characteristics of his or her job: independence and skill acquisition, the nature of his or her relationship with supervisors, and the degree to which the employee feels that the organizational environment in which he or she works allows for effective participation in the decision-making process.

Ongoing loyalty: It expresses the employee's perception of profits and losses in the continuation of the organization. Based on the premise that organizational loyalty reflects the accumulation of common interests such as promotions, compensation, and rewards between the individual and the organization rather than an emotional process. In the sense that the degree of cohesion of employees is determined by the utilitarian value of the investment that can be achieved and the importance of survival is influenced by work experience and age.

Moral loyalty: It expresses the employee's sense of commitment to staying with the organization. Often, the good support provided by the organization to its staff reinforces this feeling. By allowing them to participate and interact positively not only in the procedures and execution of the work, but also in contributing to the determination of objectives, planning and the development of the overall policy of the organization.

3. THE ANALYTICAL FRAMEWORK OF THE STUDY

3.1 Research methodology and sample

Research methodology: To answer the problem of the study, and to prove the validity of the hypotheses retained or not, we chose to use the descriptive analytical approach, which defines the theoretical framework and the Basic Concepts of Organizational Climate and Employee Loyalty and their theoretical foundations.

Regarding the applied framework, in addition to the descriptive approach, the case study method was used, through a form to test the research hypotheses on the organization studied and also relying on the analytical approach to analyze the results with the SPSS version 28 Program.

Study community: The study community consists of 200 employees of the company SONELGAZ, with a view to knowing and determining the impact of the organizational climate on the loyalty of the employees of this company.

Research sample: To carry out our survey, we used random sampling in the SONELGAZ organization which has 200 employees. Therefore, the random sample was selected in this company, which includes all the different categories of employees.

The number of questionnaires distributed in order to collect data from our study was 200 questionnaires, we rejected 18 forms and 32 formulations were not retrieved, making the total number of questionnaires for the study 150 individuals so the sample represents 75% of the population.

3.2 Analysis of study data

3.2.1 Questionnaire reliability

We checked the reliability of the questionnaire using the Alpha Cronbach coefficient method to measure the overall reliability of the questionnaire expressions. The table below shows the results of the Alpha Cronbach test.

TABLE 1. THE TOTAL TEST OF ALPHA CRONBACH

Number of Expressions	Alpha Cronbach
45	0,954

Source: Established by the researchers from the results of SPSS v28

According to the result of the table, the value of Cronbach's Alpha coefficient is (0.954) and is much higher than (0.6). Therefore, the results obtained reveal excellent reliability.

3.2.2 Analysis of the organizational climate component

The T test (T Sample One test) was used to analyze the questionnaire data.

TABLE 2. WEIGHT OF THE LIKERT SCALE

Level Length (Weight)	[1-1,79]	[1,8-2,59]	[2,6-3,39]	[3,4-4,19]	[4,2 -5]
Level of agreement	Strongly disagree	Disagreement	Neutral	All right	Strongly agree

Source: Prepared by researchers

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The numbers that go into the calculation of the levels of the LIKERT scale show the weights as shown in the previous table. Also, the length used in this case is 4/5 which is equal to 0.80.

TABLE 3. DESCRIPTIVE ANALYSIS OF THE ORGANIZATIONAL CLIMATE

	Average	Standard Deviation	Test t	Ddl	Sig (Bilateral)
Organizational Structure	4,3227	0,27882	58,101	149	0,001
Communication	\$4.3240 million	0,30624	52,951	149	0,001
Leadership Style	4,2667	0,30271	51,249	149	0,001
Decision-making	4,4213	0,25079	69,410	149	0,001
Motivation	4,5240	0,26790	69,673	149	0,001
Technology	4,4827	0,22960	79,088	149	0,001
Score Total	4,3902	0,12428	137,008	149	0,001

Source: Established by researchers based on SPSS v28 results

The results in the table above, show that the average total score of the part (the organizational climate) is equal to 4.3902, and from this it can be said that the individuals in the sample are in complete agreement regarding the importance of the organizational climate in the SONELGAZ distribution management.

3.2.3 Data analysis regarding the employee creativity part

TABLE 4. DESCRIPTIVE DATA ANALYSIS OF THE ORGANIZATIONAL LOYALTY AXIS

	Average	Standard Deviation	Test t	Ddl	Sig (Bilateral)
Emotional Loyalty	4,4507	0,23765	229,371	149	0,001
Moral Loyalty	4,4187	0,26857	201,498	149	0,001
Continued Loyalty	4,6187	0,25420	222,532	149	0,001
Total Score	4,4960	0,15341	119,436	149	0,001

Source: Established by researchers based on SPSS v28 results

The results in the table above, show that the total score of the average of the part (the loyalty of the female employees) is equal to 4.4960, we can say that the employees express their satisfaction in terms of belonging to the SONELGAZ company.

3.3 Test the hypothesis and discuss the results

3.3.1 The main hypothesis

H1: There is a significant positive relationship between the organizational climate and employee loyalty in the distribution department SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 5. CORRELATION COEFFICIENTS

Model	R	R-Two	Adjusted R-two	Standard Error of Estimation
1	0.708 ^A	0,501	0,493	0,40377

Source: Established by researchers based on SPSSv28 results

The table above shows the correlation coefficient between the variables, which was estimated to be (0.708), which represents the percentage (49.3%) of respondents determined by the coefficient of determination.

ANOVA analysis of variance

TABLE 6. ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	10,136	1	10,136	3,882	0.001 ^b
Residues	10,108	148	0,163		
Total	20,244	149			

Source: Established by researchers based on SPSSv28 results

The above table shows the importance of the mutual influence between the dimensions of organizational climate and employee loyalty.

According to the previous table, we have the significance is equal to 0.001 was less than 0.05, so this confirms the validity of the linear model, which is why we accept the H1 hypothesis, i.e. that there is a statically significant positive relationship between the organizational climate and the loyalty of the employees of the SONELGAZ distribution management at a moral level of 5%.

Regression coefficients

TABLE 7. REGRESSION COEFFICIENTS

Model	Non-standardised coefficients		Standardised coefficients	t	GIS.	
	B	Standard error	Beta			
1	(Constant)	0,836	0,376		2,227	0,030
	Organizational climate	0,755	0,096	0,708	7,885	<,001

Source: Established by researchers based on SPSSv28 results

Based on the results of the previous table, we see that the model that expresses the relationship between the dimensions of organizational climate and employee loyalty is a linear model $Y = 0.755 X + 0.836$.

Where Y is the dependent variable (employee loyalty) and X is the independent variable (the dimensions of organizational climate), the number 0.755 is the value of β equal to the slope of the regression equation.

3.4 The first sub-hypothesis

H1(a): There is a significant positive relationship between the organizational structure and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 8. CORRELATION COEFFICIENTS

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0.578 ^o	0,334	0,323	0,46642

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination $R^2 = 0.334$ indicates that the component or well dimension of organizational structure affects employee loyalty, and that the correlation coefficient reached $R = 0.578$, indicating that there is a strong direct relationship between organizational structure and employee loyalty with a rate of 57.8%.

ANOVA analysis of variance

TABLE 9. ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	6,756	1	6,756	31,054	0.001 ^b
Residues	13,488	148	0,218		
Total	20,244	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table, the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, therefore, we confirm the hypothesis that there is a statistically significant effect between the organizational structure and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

3.5 The second sub-hypothesis

H1(b): There is a significant positive relationship between communication and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 10. CORRELATION COEFFICIENT

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0.586 ^A	0,343	0,333	0,46303

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination $R^2=0.343$ This indicates that the component or good dimension of communication affects employee loyalty, and that the correlation coefficient reached $R = 0.586$, indicating that there is a strong direct relationship between communication and employee loyalty with a rate of 58.6%.

ANOVA analysis of variance

TABLE 11. THE ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	6,951	1	6,951	32,423	0.001 ^b
Residues	13,293	148	0,214		
Total	\$20,244 million	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table we have the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, therefore, we confirm the hypothesis that there is a statistically significant effect between the communication and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

3.6 The third sub-hypothesis

H1(c): There is a significant positive relationship between the leadership style and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 12. CORRELATION COEFFICIENT

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0.537 ^A	0,288	0,277	0,48205

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination R-2=0.288 This indicates that the component or dimension of leadership style affects employee loyalty, and that the correlation coefficient reached R = 0.537, indicating that there is a strong direct relationship between leadership style and employee loyalty with a rate of 53.7%.

ANOVA analysis of variance

TABLE 13. THE ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	5,837	1	5,837	25,117	0.001 ^b
Residues	14,407	148	0,232		
Total	\$20,244 million	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table, the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, therefore, we confirm the hypothesis that there is a statistically significant effect between the leadership style and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

3.7 The fourth sub-hypothesis

H1(d): There is a significant positive relationship between the decision-making and loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 14. CORRELATION COEFFICIENT

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0.715 ^{to}	0,511	0,503	0,39966

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination $R^2 = 0.511$ indicates that the component or well the decision-making dimension affects employee loyalty, and that the correlation coefficient reached $R = 0.715$, indicating that there is a strong direct relationship between decision-making and employee loyalty with a rate of 71, 5%.

ANOVA analysis of variance

TABLE 15. THE ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	10,341	1	10,341	64,741	0.001 ^b
Residues	9,903	148	0,160		
Total	20.244	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table, the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, therefore, we confirm the hypothesis that there is a statistically significant effect between the decision-making and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

3.8 The fifth sub-hypothesis

H1(e): There is a significant positive relationship between the motivation and loyalty of the employees of the distribution department SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 16. CORRELATION COEFFICIENT

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0.793 ^A	0,630	0,624	0,34777

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination $R^2 = 0.630$ indicates that the component or well the motivation dimension affects employee loyalty, and that the correlation coefficient reached $R = 0.793$, indicating that there is a strong direct relationship between motivation and employee loyalty with a rate of 79.3%.

ANOVA analysis of variance

TABLE 17. ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	12,745	1	12,745	105,378	0.001 ^b
Residues	7,499	148	0,121		
Total	20,244	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table, the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, so we confirm the hypothesis that there is a statistically significant effect between the motivation and loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

3.9 The sixth sub-hypothesis

H1(f): There is a significant positive relationship between technology and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

Correlation coefficient (R-squared)

TABLE 18. CORRELATION COEFFICIENT

Model	R	R-Two	Adjusted R-two	Standard error of estimation
1	0,826	0,683	0,678	0,32183

Source: Established by researchers based on SPSSv28 results

We find that the coefficient of determination $R^2 = 0.683$ indicates that the component or asset dimension of technology affects employee loyalty, and that the correlation coefficient reached $R = 0.826$, indicating that there is a strong direct relationship between technology and employee loyalty with a rate of 82.6%.

ANOVA analysis of variance

TABLE 19. ANOVA VARIANCE

Model	Sum of squares	Ddl	Medium square	F	GIS.
Regression	13,822	1	13,822	133,457	0.001 ^b
Residues	6,421	148	0,104		
Total	20,244	149			

Source: Established by researchers based on SPSSv28 results

According to the previous table, the significance is equal to 0.001 was less than 0.05 This confirms the validity of the linear model, therefore, we confirm the hypothesis that there is a statistically significant effect between the technology and the loyalty of the employees of the distribution management SONELGAZ in Ain Defla.

After conducting a statistical analysis of the data from the sample studied (employees of the SONELGAZ Ain Defla distribution department) to ensure the impact of the dimensions of the organizational climate on loyalty, the results of the analysis showed the presence of explanatory relationships between the dimension of organizational structure, communication, leadership style, decision-making, motivation & technology.

We also noted that the technology dimension that had the greatest impact, which reached 82.6%, which is proof that it has a great role in raising the degree of loyalty of employees, and indicates that the company's technology is easy to use and at the same time it complies with the requirements of the workstations. As for the effect of dependence, motivation, decision-making, communication, organizational structure, on employee loyalty, the result of their effect was recorded respectively: 79.3%; 71,5%; 58,6%; 57,8%; 53,7%.

These results confirm that there is a significant positive relationship between organizational climate dimensions and employee loyalty, so there is a positive impact of organizational climate on employee loyalty.

4. CONCLUSION

Our work aims to establish the impact of the organizational climate on employee loyalty. To carry out our study, we have divided the work into two axes, the first is devoted to the theoretical framework of the organizational climate, it is attempted to understand the key elements of this concept, we must identify the notion of the organizational climate. In the second axis, the theme of loyalty, more specifically loyalty in the management of human resources, was addressed. To this end, the third axis aims to present and analyze the existing literature on the subject. We developed a questionnaire to collect data for analysis and test the validity of the main hypothesis.

Research results

There is an impact of organizational climate in its six dimensions (organizational structure, communication, leadership style, decision-making, motivation, technology) on employee loyalty.

The results showed that the level of loyalty of the employees of the Ain Defla distribution department from the employees' perspective was strong in terms of emotional, moral and ongoing loyalty, according to the survey sample.

The results showed that there is a statistically significant effect of organizational climate on employee loyalty in the distribution department in Ain Defla, which means that attention should be paid to the dimensions of organizational climate to increase the level of employee loyalty.

Recommendation

Based on the results of the study, the researchers offer some recommendations, which are represented in:

- Pay more attention to the organizational climate in order to achieve employee satisfaction and encourage them to put in more effort.
- Rely on modern communication technology for easy and quick access to information and to save time, in order to increase the efficiency of the company's internal communication.

- The need to have conscious administrative leaders who possess leadership skills as this helps to avoid problems.
- Create an effective, science-based motivation system that responds to employees' real needs and wants.
- Work to improve the company's decision-making styles.

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