

The impact of social responsibility on the promotion of organizational loyalty: research at university of Tlemcen directorate

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Abstract:

Social responsibility has recently shifted primary from voluntary initiatives in institutions and the protection of both social and environmental rights to become nowadays among its significant role is the process of developing human resources and encouraging them to enhance their performance.

This present study sets out to investigate the impact of social responsibility on the orgaisatioal loyalty n in the university administration. As for the purpose of this study, a statistical analysis was carried out by means of a descriptive statistical approach SPSS.V22. Moreover, 67 employees from different categories and departments were randomly selected as a sample population.

Results reveal that social responsibility affects the organisational loyalty of the institution under consideration.

Keywords: Social responsibility; human capital; organisational loyalty.

JEL Classification: J24,M14,I23.

Introduction:

The world is witnessing rapid developments in various fields, where management works in modern organizations to adopt strategies to meet the needs of employees and to develop an effective work environment that generates a sense of belonging of employees, an increase in their incentive to work, a sense of organizational stability and a lack of desire to leave work.

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The importance of business in society has increased significantly with scientific and technological development and the transition of societies to the knowledge age, whose role has become effective at various levels. Nations and peoples have been playing with their inventors, their discoveries and the strength of their business organizations. This shows the need for such work to be within an ethical and social framework that reflects positively on different groups in society.

The Foundation's primary objective was to achieve the greatest return on profits, but with the emergence of the concept of social responsibility based on bi-profit and loss, social practices are perceived as voluntary by the organizations towards the community in which they are located, and on the contrary, as additional costs.

By these institutions, but those who scrutinize the concept of social responsibility know that by exercising their social responsibility, institutions have reaped many benefits, and in doing their business they have been able to combine ethical behaviour with economic gains, so it can be said that they have achieved the goal of their existence.

Research questions:

The issue of social responsibility has become a serious one in the modern economic arena, in order to have a positive impact on individuals, extract the best possible performance from them and generate economic profits. Accordingly, the problem of the study can be confined to the following main question:

What is the impact of social responsibility on organisational loyalty among of Employees of the Directorate of Abou Bakr Belkaid University in Tlemcen.?

Methodology Research:

to address the subject of our study and to answer the question that we relied on:

--Descriptive and analytical method: it allows us to collect the theoretical data and information that enables us to study social responsibility and loyalty in organization;

--A case study method: by exploiting field data and designing the form and attempting to demonstrate the hypotheses presented, the theory is dropped on the field side

Objective Research

The objectives of the study were to find out the impact of social responsibility on organisational loyalty among of Employees of the Directorate of Abou Bakr Belkaid University in Tlemcen and to find out the various factors underlying organisational learning and organisational loyalty.

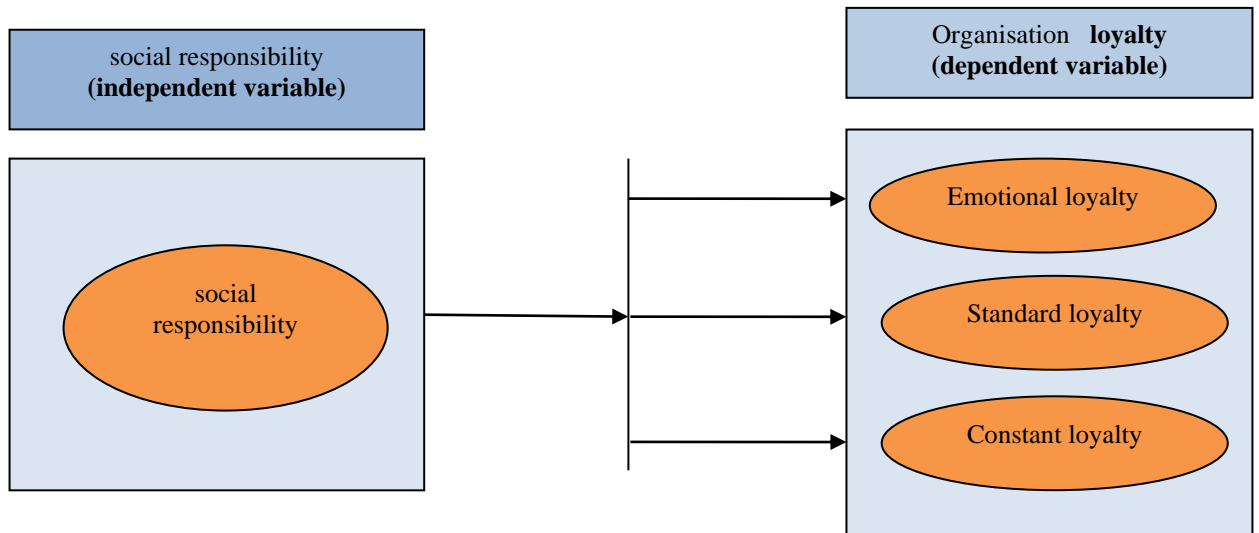
The findings of the research conclude that there is a significant impact of social responsibility on organisational loyalty among of employees of the directorate of Abou Bakr Belkaid University in Tlemcen.

Hypothesis Framed:

- H0: There is no significant impact of social responsibility on organisational

loyalty among of Employees of the Directorate of Abu Bakr Belkaid University in Tlemcen.

Figure 01: The scheme of Hypothesis search



Source: Prepared by researchers

1. **Social Responsibility** : independent variable
2. **Organisational loyalty** : dependent variable is includes three dimensions are Standard loyalty, Emotional loyalty, Constant loyalty.

1 Literature Review:

1.1 Social Responsibility :

Human capital presents the picture of the context knowledge of individuals clustered in the organizations composite capacity to reveal the optimum solution from its distinct employees. The amount of employee's talent, talents, experience and expertise is known as Human Capital

Business organizations are increasingly recognizing the importance of corporate social responsibility as a way of working on major social challenges in sustainable development. These cases, sometimes referred to as evil problems, can be described as complex; Environmental impacts, social problems and economic conditions must be addressed simultaneously and are required by internal and external stakeholders with sometimes conflicting interests and value frameworks, and may have adverse consequences or unintended side effect (Osagie & al, p. 02).

Implementing CSR is complex and means dealing with multiple dilemmas.¹ This complexity forces organizations to adopt an increasingly learning mindset.

At a conceptual level, a number of typologies have been developed with regard to employee attitudes towards CSR. Hemingway (2005) based her categorisation on employee values to CSR and identified four groups: active or frustrated corporate social entrepreneurs (CSEs); Conformists; and Apathetics. Active CSEs, supported by corporate culture, engage in organisational CSR and exhibit strong organisational citizenship, satisfying personal needs and showing reciprocity between organisational and personal gain. Frustrated CSEs, whilst socially motivated, lack the organisational culture to fulfil his or her social role. Conformists are employees with no inclination towards social responsibility, whilst Apathetics dismiss any value of CSR and the social duty of the employee.

Along a similar typological categorisation, Rodrigo and Arenas (2008) used the terms Committed, Indifferent and Dissident employees. Committed employees, motivated by their own personal values, are concerned with social justice and commit to organisational CSR engagement. Indifferent employees are viewed as pragmatic and job goal orientated. As such they understand CSR and the role of the organisation but are indifferent to their personal CSR engagement. Finally, Dissident employees regard work as an economic contract only with no responsibility to a wider social role.²

1.1.1 ISO 26000: Towards an international standard of social responsibility

In 2010, the World Calibration Organization (WMO) introduced a new nomenclature on social responsibility after 10 years of work³, the ISO 26000. 500 experts from several different countries (92 States) and 40 international and regional organizations participated in the implementation of this standard⁴, with an estimated 93% of its member States.⁵

ISO 26000 is defined as "an international nomenclature that gives guidance on social responsibility and is used by all types of organizations in both the public and private sectors, in both developed and developing countries, where it assists them in their efforts to cooperate in a socially responsible manner."

The ISO 26000 standard also aims at clarifying the concept of social responsibility⁶, making it applicable in different relationships and practices of institutions (Alain, p. 59), contributing to sustainable development and respecting

¹Carollo, L., & Guerci, M. (2018). "Activists in a suit": Paradoxes and metaphors in sustainability managers' identity work. *Journal of Business Ethics*, 148(2), p253. <https://doi.org/10.1007/s10551-017-3582-7>

² R. E. Slack•S. Corlett•R. Morris.(2015),Exploring Employee Engagement with (Corporate) Social Responsibility: A Social Exchange Perspective on Organisational Participation, *J Bus Ethics* 127, p540.

³ Gond Jean Pascal et Igalens Jacques, op.cit,p89.

⁴ De la Chauvuniere Fabienne, op.cit, p56.

⁵ Ziani Karim et Pic Jean-Christophe, op.cit, p6

⁶L'épineux Fronçoi et Rose Jean-Jacques, op.cit,p149.

existing laws, providing practical guidance to make social responsibility applicable and operational; Strengthening the credibility of reports prepared to present the evaluation of social responsibility practices; Compatibility with international agreements and agreements on corporate social responsibility, improving the relationship between the institution and other cooperating stakeholders; Compatibility and non-conflict with documents, treaties and conventions along with other existing ISO specifications.

According to this standard, social responsibility is defined as⁷:

"The responsibility of a particular institution for the effects of the decisions and activities of the latter towards society and the environment, translated through ethical and transparent behaviour."

1.2 Organisational Loyalty :

Organizational loyalty is an important development principle that has been largely ingotten by neo-classical economics. It is a concept identified in terms of the identification of a person with a group, in particular the identification of an individual worker with his or her firm or company organizing. A person can be recognized as identifying with a group when he considers the possible alternatives of choice in terms of their effect on the group, rather than in terms of his own self-interest in making a decision. It is also important that the person internalizes the priorities of the organisation. This should be remembered that loyalty to the organization does not mean blindly following all members of the same organisation. Organizational loyalty is founded on a 'we' and 'they' distinction.⁸

Identification with the 'we,' which may be a family, a company, a city, or a nation, allows individuals to experience satisfaction (gain utility) from successes of the unit thus selected. Thus organizational identification becomes a motivation for employees to work actively for organizational goals.⁹

Further, health problems, emotional exhaustion, and job burnout that are the consequences of high levels of work stress have been found to be negatively related to employees' organizational loyalty.¹⁰

Therefore, having an essential trait of corporate loyalty is indeed a basic practice of organisation. The behaviors of some employees that indicate loyalty are described in the written job description of the employee (such as following orders, working safely, enforcing rules, maintaining the quality of the production and caring for the assets of the company), but some of these behaviors are not written

⁷Gond Jean Pascal et Igalens Jacques ,op.cit, p89.

⁸kazuhiro, arai (1995) **Organizational loyalty= a preliminary study**, hitotsubashi journal of economics 36 (1) p21.

⁹Simon, H. A. (1991), "**Organization and Markets**," Journal ofEconomic Perspectives 5, p28.

¹⁰Chen, J. Q., Lee, T. E., Zhang, R., & Zhang, Y. J. (2003). **Systems requirements for organizational learning**. Communications of the ACM, 46(12) p75.

in job descriptions (such as working late to complete a project, engaging in extracurricular activities).¹¹

Furthermore, the purpose of attracting, helping and retaining employees was to establish learning strategies that centered on the concept of information that existed "just in time, just enough, and just for me." Satisfaction and performance desirability will be low in the organization if its structure does not encourage learning¹². Satisfaction and performance desirability will be low in the organization if its structure does not encourage learning (Hasson & Al, 2013, p. 66).

2 The Scientific Importance Of The Study:

This lies in the subject addressed, because as social responsibility is one of the most important topics of the attention of management scholars still under study and its relationship to organizational loyalty, by defining the role of social responsibility in enhancing organizational flexibility.

-Practical importance: lies in the aspect that will be applied in Algerian university with the aim of exploring the relationship between social responsibility and organizational loyalty.

3 Data Collection And Measurement Scal:

The Study was based on university employees in Tlemcen. The main purpose of the study was to see the impact of social responsibility on organizational loyalty among academicians. For this purpose data was collected from the university professors in various colleges and institutes. The research was based on primary data. The instrument for data collection was a self-designed questionnaire which was administered personally to the employees working to collect data. The questionnaire was based on 5.point (Likert) scale ranging from 1= Strongly Disagree to 5= strongly agree.

In this study, 67 employees from different categories and departments were randomly selected as a sample population analysis and interpretation of data:

Statistical Software SPSS version 22 was used for data analysis. The item to the total correlation was used to determine the internal consistency of the questionnaire; Cronbach's alpha was used to measure their responsibility for the measurement scale. Factor analysis was used to determine the factors underlying organisational learning and organisational loyalty. Regression Analysis was used to determine the impact of Organisational learning (independent variable) on organisational loyalty (dependent variable)

4 Results And Duscusion:

After studying the data of 67 university employees by applying

¹¹Ali Mehdad, Atefe Khoshnami (2016) **Predicting Employees Organizational Loyalty through Perceived Organizational Justice Components** International Journal of Psychology Winter & Spring . 10(1), p 04.

¹² Marie-Pierre Gagnon, Julie Payne-Gagnon , Jean-Paul Fortin , Guy Paré , José Côté ,Franc, ois Courcy (2015),**A learning organization in the service of knowledge management among nurses: A case study** International Journal of Information Management 35 (1), p 639.

The following statistical tools were found: Constancy MEASURE The consistency of all factors in the questionnaire was checked for total correlation by item. This correlation of each item with the total was measured And the computed value was compared to the standard value. Only those factors /statements have been accepted The value of which was more than the standard value.

4.1 Reliability Of The Instruments:

Table 01 :Alpha Kronbach Stability Test.
Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,986	20

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

The measure's reliability total was tested using SPSS software and the Alpha value of the Cronbach was found to be 0. 986 The validity of the face was tested, and it was found high.

Table 02 :Alpha Kronbach Stability Test To Erase Social Responsibility
Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,983	8

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

Social responsibility: The measure's reliability was tested using SPSS software and the Alpha value of the Cronbach was found to be 0. 983 The validity of the face was tested, and it was found high.

Table 03 :Alpha Cronbach Stability Test To Erase Organizational Loyalty
Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,904	9

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

Organisational Loyalty: The measure's reliability was tested using SPSS software and the Alpha value of the Cronbach was found to be 0.904. The validity of the face was tested, and it was found high.

4.2 Demographics profile of the respondents:

Table 04 : Demographics Profile Of The Respondents

gender	frequency	Percent
male	25	37
female	42	63
total	67	100

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

The above figure shows that 63% of the study sample are females, and 37% of the study sample are males, that is, an increase in the percentage of workers who are females in the Abi Bakr Belkaid University Directorate - Tlemcen - against a decrease in the percentage of male workers.

4.3 Experienc of the respondents

Table 05 Experienc of the respondents

Experienc	frequency	percent
05-10	46	67
10-15	13	19
15-20	4	6
More 20	5	8
Total	67	100

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

Through the above table and figure, and upon checking the seniority of the respondents, we find that 67% of the respondents are between (05-10), while we find that 19% of the respondents have experience within the range (10-15), and as for the individuals whose experience reached between (15-20) Their percentage was determined to be 6% of the total research sample, while the percentage of respondents ranged from 8% whose experience exceeds more than 20 years, and accordingly, most of the employees of the Abi Bakr Belkaid University Directorate have experience ranging between (05-10))

4.4 Testing with hypothesis:

H0: social responsibility has no significant impact on organisational Loyalty of university professor.

Table 05: Regression analysis was applied between independent variable and dependent variable

Coefficients^a

Modèle	Coefficients non standardisés		Coefficients standardisés	t	Sig.
	B	Ecart standard	Bêta		
1 (Constante)	,829	,465		1,783	,081
axe2	,595	,138	,542	4,322	,000

a. Variable dépendante : axe1

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

Regression analysis was applied between social responsibility (independent variable) and organizational Loyalty (dependent variable) among university employees. The results of regression indicate that independent variable (social responsibility) has significant relationship with dependent variable (organisational loyalty) signified by the coefficient of Beta factor of social responsibility is 0.542 and T value is 4.322 is significant at 0.0 significant level hence it can be said that organisational learning is having significant impact on organisational loyalty. The null hypothesis that there is no significant impact of social responsibility on organisational loyalty is not accepted which means that there is significant impact of organisational learning on organisational loyalty among university employees in tlemcen.

Table 06: Coefficient of determination R of the interpreted variable
Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	,990 ^a	,981	,980	,110844

a. Prédicteurs : (Constante), organisationnel, group, individual

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

It is clear from the table that the effect value of the independent variable explains 39.2 % of the variance in the dependent variable, the remaining percentage 98% represents the rest of the element that are not included in the model, and since the correlation coefficient is 90%, this indicates that the relationship between the independent and dependent variable is very strong.

Table 06: Pearson correlation coefficient test
Corrélations

		Organisationnel loyalty	social responsibility
Organisationnel loyalty	Corrélation de Pearson	1	,990**
	Sig. (bilatérale)		,000
	Somme des carrés et produits croisés	39,878	40,119
	Covariance :	,604	,608
	N	67	67
social responsibility	Corrélation de Pearson	,990**	1
	Sig. (bilatérale)	,000	
	Somme des carrés et produits croisés	40,119	41,161
	Covariance :	,608	,624
	N	67	67

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

It is clear from the table that the correlation coefficient between the independent variable (social responsibility) and the dependent variable (the human resource function) was statistically significant at a significant level of 0.01, where the result came ** 0.990, which indicates the existence of a positive and strong correlation between the independent variable and Dependent variable.

Table 07 : Analysis of variance in the multi-direction ANOVA.

ANOVA^a

Modèle	Somme des carrés	ddl	Carré moyen	F	Sig.
1 Régression	10,250	14	3,417	9,250	,000 ^b
Résidus	15,883	53	,369		
Total	26,132	67			

a. Variable dépendante : axe2

a. Prédicteurs : (Constante), organisationnel, group, individual

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

We note from the table that the value of Fisher is 9.250; with a probability of 0.00, less than 5%, the hypothesis H0 is rejected. And we say that there are no statistically significant differences in the mean levels of social responsibility for the sample members according to the dimensions of organizational loyalty at the level of significance.

It is clear from the table that the impact between independent variable (organisational learning) and the dependent variable (organisational loyalty).

4.5 Descriptive Statistics Of Variables:

phrase number	Phrase	mean	s/deviation
social responsibility			
1	The university directorate is keen to achieve justice in recruitment and appointment.	3.50	0.686
2	The university directorate provides training and development programs necessary to develop the administrative skills of the employees	3.62	1.162
3	It depends on fairness and transparency in its management.	3.92	1.144
4	It monitors ethical business practices.	3.72	1.161
5	Equality in awarding wages and bonuses.	3.69	0.903
6	Provide an appropriate atmosphere for the performance of work	3.58	1.088
7	It works to provide health, safety and security in the work environment.	3.50	1.147
8	The existence of a compensation and incentives system for human resources.	3.82	0.931
social responsibility in general		3.63	1.017
Organisational loyalty			
Emotional loyalty			
9	I feel that the university where I work is part of my life and it is difficult to get away from it	4.00	0.880

10	If I get a job offer that is better than my job, I won't leave the current university	4.12	0.917
11	I am interested in changing the negative feelings of other people about the university inside and outside it	3.70	1.111
Standard loyalty			
12	I'm going to feel job alienation if I leave this university	3.92	0.899
13	My commitment is very big towards my work and my colleagues at the university	3.56	1.163
14	This University deserves my fidelity and loyalty to it .	3.60	1.182
Constant loyalty			
15	The most important reason for my continued work in this university is that it offers benefits that are not available in other universities	3.45	0.856
16	My stay in university is a very necessary matter	3.54	1.236
17	I'm afraid I'm leaving university because of the difficulty in finding another job.	3.52	1.054
Organisational loyalty in general		3.64	1.073

He above shows that the dimensions of social responsibility have a general mean of 3.74, and the major factor is It depends on fairness and transparency in its management a mean 3.92, and a standard deviation of 1.144, and a standard deviation of 1.038 while 3.64 and 1.073 represents the mean and standard deviation of organisational loyalty. This therefore, depicts that organisational have the highest mean score among the variables.

5 Conclusion:

Social responsibility is one of the most important components of the internal and external nature of the Organization in the current era. It affects the conduct and performance of human resources. It is an important driver of achievement and creativity, that is, one of the most important determinants of the success or failure of business organizations. Attention to the human resource makes the enterprise acquire a competitive advantage that makes it distinct, superior and sustainable, hence the importance of studying this variable in order to determine the nature and analysis of its impact on the human resources function of the enterprise.

Thus, the institution has to rely on social responsibility to deal with its employees. Its effectiveness is essentially linked to that of its workers, and it is therefore committed to caring for the human capital. It is on this basis that our study on the impact of social responsibility on the human resources function in the Directorate of Abubakar Belkaid University took place in Tlemcen. After doing the research, we have come to the following conclusions:

- Human resources are one of the most important stakeholders and the institution must reflect its social role, whether during its polarization, selection, recruitment, training or performance evaluation.
- Human resources are beneficiaries of the Organization's programmes of social responsibility and have a crucial role to play in terms of both improving financial and even social performance of the Organization.
- There are many dimensions of social responsibility towards workers. It is the duty of enterprises to take them into account because they achieve the objectives of workers and increase their loyalty and interest in the enterprise in which they work, while at the same time achieving the objectives of the enterprise in the context of competition and environmental challenges.
- The lack of interest in distinguished and superior individuals, considered to be the extract of men, can be replaced or discarded at any time.
- Most members of the sample confirmed that the promotion was done through a personal relationship, which would make employees frustrated and neglected.
- Most members of the sample emphasized that the performance appraisal process for employees does not accurately measure individual differences between employees, which results in workers' dissatisfaction and therefore underperformance affecting the objectives of the enterprise.

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