

Organizational affiliation of employees and support mechanisms (Algeria Telecom Corporation in El Oued)

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Received: 13/06/2023

Accepted: 01/08/2023

Published: 01/09/2023

Abstract:

This study aims to know the reality of the organizational affiliation of employees and the mechanisms of its support in the Algeria Telecom Corporation in El Oued. A random sample of 46 the employees of this organization was chosen. The study relied on the analytical descriptive approach and the case study approach. The questionnaire was also used as a basic tool in the field.

According to the results of the field study, it was concluded that there is an organizational affiliation among the employees in the organization under study, despite the lack of interest of the organization's management in developing this affiliation, especially in the field of motivation, meeting the needs and wants of the employees, and involving them in decision-making.

Keywords: Organizational affiliation, organizational loyalty, job satisfaction, economic Corporation.

JEL Classification: M12, M14.

Introduction

The issue of organizational affiliation for employees is among the topics and areas that have witnessed great interest by thinkers in the sciences of management, sociology and social psychology, because of its importance in strengthening institutions and supporting their survival, and organizational affiliation for employees cannot be achieved unless the institution is interested in meeting the needs and desires of different employees. In addition to providing an organizational environment that encourages teamwork, communication, motivation and participation in decision-making, and thus generates the employee's willingness to play his role as a member of the organizational group.

This research paper will address the theoretical rooting of the concept of organizational affiliation for employees, analyze the aspects of this concept, and project these theoretical aspects on the field reality through a case study of the Algeria Telecom Corporation in El Oued.

According to the foregoing, the problem of the study can be posed in the following question:

What is the reality of the organizational affiliation of employees at the Algeria Telecom Corporation in El Oued?

The hypothesis of the study, which temporarily answers the problem of the study, can be presented as follows:

There is an organizational affiliation of employees with the Algeria Telecom Corporation in El Oued, and this corporation is working on developing it.

The importance of the study lies in the fact that it deals with a vital topic, which is the organizational affiliation of employees in the Algeria Telecom Corporation in El Oued, by showing the role of the human resource, its importance, and his sense and sense of belonging to the corporation, which appears through his pride in his job and work in the institution to which he belongs, and considering his goals and the goals of the corporation as one.

The most important objectives of the study can be highlighted in the following:

- Recognizing the concept of organizational affiliation for employees.
- Identify the dimensions and ways to enhance the organizational affiliation of employees.
- Linking the theoretical foundations with the practical reality through studying the reality of the organizational affiliation of the employees of the Algeria Telecom Corporation in El Oued and ways to support it.

In order to reach the desired goals and answer the problem at hand, the analytical descriptive approach was relied on in the theoretical and

conceptual part of the study, in order to suit it with the nature of the subject and to interpret and analyze the variables of the study and stand on them. field from the institution under study, then processing the results of the questionnaire using the SPSS program, analyzing its results and commenting on them.

1- The concept of organizational affiliation

Organizational affiliation of employees has been defined as “an effective coupling between an individual and an organization in which employees who are loyal to the organization show their willingness to serve it no matter how much they get.” (Abawi, 2006, p. 207)

Others defined it as: "the unwillingness of employees to leave the organization in which they work for gains, whether incentives, social status, or professional freedom." (Qaryuti, 2000, p. 86).

It is also defined as: “mutual behavior between the employee and the organization with the continuation of the contractual relationship, which results in the employee taking behavior that exceeds the usual official behavior expected and desirable from him on the part of the organization, and the employee’s desire to give a part of himself in order to contribute to the success and continuity of the organization, such as readiness To make a greater effort, to do volunteer work and to take on additional responsibilities.” (Al-Qahwi, 2020, pp. 09-10).

Through the foregoing, the organizational affiliation of employees can be defined as follows: organizational affiliation is the connection, harmony, and strong identification of the employee with the direction of the organization in which he works, which is a strong feeling of belonging and continuity with the organization, and this makes a great effort in order to achieve its goals.

2- The importance of organizational affiliation

The issue of organizational affiliation for employees has received the attention of many researchers, and this interest is due to the important effects of organizational affiliation on many organizational behaviors. Studies have confirmed that strong organizational affiliation in the work environment results in: (Al-Ma’ani, 1996, p. 96).

- Low level of many negative phenomena such as absenteeism and evasion from work performance.
- Lack of frustration.

- Achieving the survival, competition and prosperity of the organization.
- The organization gains the confidence and satisfaction of employees.
- Providing an institutional climate that encourages perfection, sincerity and creativity in work.

3- dimensions of organizational affiliation

Tarter and Howe believe that there are several dimensions of organizational affiliation, which are: (Issawi, 2018, p. 163)

- **Support behavior:** The manager must motivate employees to work, by setting an example for them to work hard.
- **Direction and transfer behavior:** It is a behavior that shows the manager's ability to direct and transfer employees to carry out the tasks he wants.
- **Behavior of respect for the rights and feelings of others:** It is a friendly behavior where the manager is open in his relations with employees, and is a colleague of them, and shows real interest in his relations with employees.
- **Behavior of support and lack of control:** the employee can assume greater responsibility towards achieving the goals of the organization if the working conditions encourage such behavior, then the employees are supposed to feel free, and the manager must create conditions that enable employees to be more effective.

The Allon Mager model is one of the most famous models for measuring the level of organizational affiliation, as this model distinguishes between three dimensions of organizational affiliation, which are: (Bagdoud, 2020, pp. 492-493)

- **Emotional affiliation:** It expresses the strength of the employee's identification with his organization, in which the employee maintains his stay in the organization due to his willingness and willingness. It also expresses the strength of the employee's desire to continue working in a particular organization, because he is in harmony with its values and goals, and wants to participate in achieving those goals.
- **Continuous affiliation:** This dimension reflects the employee's tendency to continue his work in the organization because of the losses he incurs due to leaving the organization.
- **Normative affiliation:** It represents the employees' sense of moral obligation to stay in the organization, and often this type of affiliation stems from the values that the employee embraces in the organization, or those that he obtains before joining the organization.

4- Ways to support the organizational affiliation of employees

There are many ways that can support the organizational affiliation of employees within the organization, including:

- **Finding an appropriate motivation system:** as there is a significant relationship between motivation and organizational affiliation of employees. .” (Abawi, 2006, pp. 213-214)

- Employee’s motivation is the process through which the managers determine the employees to work very well, providing some reasons for attain performance. The motivation process should focus on influencing employee behavior in order to be in accordance with the organization's goals. (Frăticiu, 2020, p. 657)

- **Create a good organizational culture and a good work environment:** Apart from a good organizational culture, a pleasant work environment can also help in completing tasks in an orderly and perfect manner. And the work environment is also seen as an important factor in determining the quality of life of individual employees. (Albert Nurcahyo, 2022, p. 25522) . Werner & De Simone (2009) postulated that a good knowledge of an organization’s culture is advantageous for a better interpretation of organizational events. With such knowledge, the employees know what is expected of them and the appropriate behavior in the workplace. (ASHIPAOLOYE, 2014, p. 54)

- In the relationship of organizational commitment to organizational affiliation, organizational commitment must be built for employees to achieve organizational affiliation. Organizational commitment has emerged as an important focus of organizational behavior research and is defined as an individual’s orientation towards the organization. Mowday, Porter, and Steers (1982) defined the construct as the belief in the values and the goals of the organization that leads to the exertion of effort to realize those goals and a desire to stay with the organization. Important outcomes associated with this construct have been reduced turnover, extra effort, increased attendance, trust, and pride in belonging. Several dimensions have been associated with organizational commitment, including identification commitment, affiliation commitment. (Kuchinke Hye, 2008, p. 554)

- Employee’s organizational commitment is viewed as employee’s affiliation and integration with organization as well as emotional attachment to ensure the achievement of the organizational objectives and the extent the employee desires to stay with the organization by giving thought to the realization of the objectives of the organization. (Abayomi Olarewaju, 2021, p. 162) . Organizational commitment is defined as follows: Kantor (1988)

defined the commitment as an absolute willingness of individuals to exert their energies for the organization and to fulfill them. (GHANNAM, 2017, p. 1028)

- Among the most important types of organizational commitment that is related to organizational affiliation, we find emotional organizational commitment, which is: define affective organizational commitment as “an emotional attachment to, identification with and involvement in the organization”. (Walters Glombik, 2020, p. 94)

- One of the most important factors supporting organizational affiliation is "organizational loyalty". Researchers believe staff loyalty to be the main driving force of sustainable development, and Loyalty is a concept accommodated in the group of polymorphic terms, which means that its understanding may vary depending on the context. It is a multidisciplinary and multidimensional term. (Wierzbicka, 2021, pp. 714-715)

- Organizational loyalty is considered the essence of organizational commitment, supports self-identity, strengthens the collective, focuses on compliance, calls for individual support for his group, indicates the extent of belonging to it, and is the strong foundation that supports organizational identity. (hady, 2018, p. 189)

- Determine the relationship between organizational identity and the employee's relationship with the organization, The formation of organizational identification is influenced by the employee-organization relationship. a study found that organizational identification increased when organizations provided more support and resources to their employees. (Hongying, 2020, p. 486)

- The interest in the organizational affiliation of employees calls for a focus on collective creativity, Team creativity is defined as the development of “valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system. (JASON D, 2014, p. 873)

- Person-Organization Fit: There is a variety of definitions of person-organization fit. Generally speaking, one can say that fit means the situation when at least two elements match. At the end of the 20th century, on the basis of a literature review, Kristof defined person-organization fit as the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. (Barylska, 2016, p. 19)

- In the employee's relationship with the organization, the more stable and consistent are the organization's requests and promises, the more likely it is that the employee forms an unambiguous and consistent perception of his or her obligations and entitlements. Policies creating "permanent employees"

after a 90-day trial period, a public image as a stable employer, and organizational commitments to reward loyalty and hard work with indefinite employment can send a message of reciprocal obligations to employees and create a relationship between the organizations and the individual. (Rousseau, 1989, p. 125)

- In order to support organizational affiliation, factors that reduce employee performance must be reduced, Estes and Wang (2008) addressed the issues that may improve or bring down the employees' performance and independently or jointly influence the performance of employees, such as customer satisfaction, loyalty, workplace incivility (WI), work environment and engagement. (Syeda, 2021, p. 112)

5- Field study

5-1-Research community and sample

The research community consists of the Algeria Telecom Corporation in El Oued Province, with its officials and workers, which is considered part of the Algeria Telecom complex and a leading service institution in the field of communications and information and communication technology, and has a great deal of experience in applying modern concepts and methods in the field of management and human resource management and the application and dissemination of transformation tools digital in the economic and social field.

The research sample consisted of a number of employees in this organization, and (46) questionnaires were distributed and retrieved to employees at various administrative levels. The study was conducted during the period (from February 2022 to April 2022).

5-2- Study tool (questionnaire)

The questionnaire is considered among the basic sources, which were relied upon, to obtain the necessary information, as a questionnaire form was designed for a sample of employees in the organization under study, which deals with paragraphs dealing with the reality of the organizational affiliation of employees in the organization.

The statistical program for social sciences (SPSS) was relied upon to study and analyze the results of the questionnaire, and the following statistical methods were used:

- **Arithmetic mean:** to determine the direction of the answers;

- **Standard Deviation:** To show the degree of dispersion of the answers from their arithmetic mean.

5-3- View the results of the field study

The following table shows the most important descriptive statistics of the responses of a sample of employees in the institution under study on the items of organizational affiliation of employees.

Table number (01): Statistical analysis of questions of organizational affiliation of employees

N ^o	questions	Arithmetic mean	standard deviation	degree of approval
01	I feel a great deal of belonging to the organization.	3.70	0.972	agree
02	I give the organization my best effort to improve work performance.	3.91	0.748	agree
03	Internal communication channels contribute to dialogue and communication between employees and management.	3.50	0.567	agree
04	The organization provides a stimulating and encouraging work environment.	3.67	0.491	agree
05	The organization cares about the needs and aspirations of employees and works to meet them.	3.26	0.730	neutral
06	The management of the organization supports the ideas and suggestions of employees to solve work problems.	3.03	1.033	neutral
07	Incentives create a competitive atmosphere among employees in order to raise the efficiency of performance.	2.97	1.129	not agree
08	I feel happy when I go to the organization and do my work.	3.96	0.665	agree
09	The spirit of teamwork prevails in all departments of the organization.	3.67	0.802	agree
10	Employees participate in the management of the organization in	3.50	0.700	agree

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	making decisions.			
11	I am satisfied with what my current job brings me.	3.74	0.775	agree
12	I would be very happy to spend the rest of my career with this organization.	4.21	0.99	Strongly Agree

Source: The results of the statistical study based on the SPSS program.

The above table shows that the attitudes of the study sample are positive towards all questions related to the organizational affiliation of employees, where the answer was “OK” except for questions No 05, 06, 07.

Based on these results, it can be said that the employees in the organization under study agree with the questions that highlight the presence and strength of organizational affiliation with the organization, except for questions No. 05, 06, and 07.. The questions can be arranged in descending order from strongest to weakest (according to the opinions of the study sample) based on The arithmetic mean is as follows:

Question No. (12), which reads, “I would be very happy to spend the remainder of my career with this organization.” The arithmetic mean of the respondents’ answers to this question was (4.21), and this statistic confirms that the employees are satisfied and happy with their professional status in the organization. and they want to continue with the organization and complete their career with it;

Question No. (08), which reads: “I feel happy when I go to the organization and do my work.” The arithmetic mean of the respondents’ answers to this question was (3.96), and this statistic confirms that the employees feel happy when they go to the organization and carry out their work with it;

Question No. (02), which reads: “I give the organization my best efforts to improve work performance.” The arithmetic mean of the respondents' answers to this question was (3.91), and this statistic confirms that employees make their best effort to improve work performance ;

Question No. (11), which reads: “I am satisfied with the gains my current work brings me.” The arithmetic average of the respondents’ answers to this question was (3.74), and this statistic confirms that there is

general satisfaction among employees with their jobs and what they achieve for them. of gains;

Question No. (01), which reads: "I feel a great deal of belonging to the organization." The arithmetic average of the respondents' answers to this question was (3.70), and this statistic confirms that employees feel a great deal of belonging to the organization;

Questions No. (04, 09), respectively, which read: "The institution provides a stimulating and encouraging work environment." And, "The spirit of teamwork prevails in all departments of the institution." The arithmetic mean of the respondents' answers to these two questions was (3.67). This statistic confirms that the organization under study provides a stimulating and encouraging environment for work, and the spirit of teamwork prevails in all departments of the organization.

Questions No. (03 and 10), respectively, which read: "Internal communication channels contribute to dialogue and communication between employees and management." and "Employees participate in the management of the organization in making decisions." The arithmetic mean of the respondents' answers to these two questions was (3.50). This statistic confirms that internal communication channels contribute to dialogue and communication between employees and management, and employees participate in the organization's management in decision-making;

Question No. (05), which read: "The organization cares about the needs and aspirations of the employees and works to meet them." The arithmetic mean of the respondents' answers to this question was (3.26), and this statistic confirms that the organization's management does not adequately care about the needs and aspirations of the employees and work to met;

Question No. (06), which reads: "The organization's management supports the ideas and suggestions of employees to solve work problems." The arithmetic mean of the respondents' answers to this question was (3.03), and this statistic confirms that the organization's management does not support the ideas and suggestions of employees to solve work problems;

Question No. (07), which reads: "Incentives create a competitive atmosphere among workers in order to raise performance efficiency." The arithmetic average of the respondents' answers to this question was (2.97),

and this statistic confirms that the study sample believes that incentives do not create an atmosphere Competitive among workers in order to raise the efficiency of performance;

5-4- Analysis of the results

By presenting the results of the field study and analyzing the answers of the study sample at Algeria Telecom Corporation in El-Ouad about the reality of the organizational affiliation of employees in the organization under study, it is clear that the employees feel a great deal of belonging towards the organization, and that they give the organization their best efforts to improve work performance, and that they feel happy When they go to the organization and practice their work, they are satisfied with the gains their current work brings them, and they are very happy to spend the remainder of their career with this organization.

The answers of the employees of the organization under study also showed that internal communication channels contribute to dialogue and communication between employees and management, and that the organization has an organizational climate that encourages and motivates work, and that the organization's policies are always based on the collective performance of employees, and that the spirit of teamwork prevails in all departments of the organization. This works to perpetuate and strengthen the organizational affiliation of the employees.

Despite these positive results, the results of the field study show that the senior management of the organization under study does not care about the needs and aspirations of the employees and does not work to meet them. This, in turn, generates a profound negative impact on the employees in the organization, which leads to a decrease in the organizational affiliation of the employees.

According to the foregoing, the validity of the research hypothesis has been proven, which reads: "There is an organizational affiliation of the employees with the Algeria Telecom Corporation in the state of El Oued, and this organization is working to develop it, despite the lack of interest of the organization's management in developing this affiliation, especially in

the field of motivation, meeting the needs and wants of employees, and involving them in decision-making."

Conclusion

As a result of this study, the organizational affiliation of employees is an important field for organizations and has great importance in the excellence of the organization, especially in light of intense competition, digital transformation and various challenges.

The organization under study and the Algerian service organizations in general must pay more attention to human resources and understand the behavior of human resources, and to create a climate that works to grow job satisfaction, loyalty and organizational affiliation for employees by enabling employees to perform their work independently, motivating them and including them within work teams and opening and encouraging channels of communication to know concerns and needs.

Through the results of this study, a set of recommendations can be presented as follows:

- The need to make more efforts by public organizations and the organization under study, to meet the needs and desires of employees and gain their satisfaction, to ensure their continuation in work and to prevent them from thinking of moving to other organizations;
- Reducing the factors that weaken the organizational affiliation of employees;
- The need for public organizations and the organization under study to be aware of the importance of internal communication and to intensify communications towards employees in order to gain their satisfaction and love for work and dedication to it;
- Emphasis on strengthening the principle of teamwork and teamwork;
- Creating an organizational climate that enhances the organizational loyalty of employees.

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