



# **THE EFFECT OF APPRECIATION IN THE WORKPLACE ON ACHIEVING ORGANIZATIONAL LOYALTY AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE UNIVERSITY OF Kufa**

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<b>Article history:</b>		<b>Abstract:</b>
<b>Received:</b>	22 <sup>nd</sup> March 2023	The goal of the current study is to understand the nature of the relationship between organizational loyalty (OL) and appreciation in the workplace (AITW) among a sample of University of Kufa employees. The researchers used the random sample method and delivered 310 questionnaires to a mix of male and female employees in the aforementioned organization, one of the most significant in Iraq. The total number of questionnaires that were retrieved was (280), and of those, (273) were valid for statistical analysis. The response rate for the retrieved questionnaires was (97.5%), and they were examined using the statistical program (AMOS.25) and the advanced statistical program (SPSS.26). Theoretical findings indicated that there is a knowledge gap to explain the connection between corporate loyalty (OL) and appreciation in the workplace (AITW) in organizations generally. Keywords: appreciation in the workplace, organizational loyalty, University of Kufa
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## **Keywords:**

## **INTRODUCTION:**

The topic of appreciation in the workplace is considered one of the important topics that did not receive much attention from researchers. Employee recognition does not receive rigorous research attention, despite its obvious value to organizational management.

Work-life balance, employee growth and development, health and safety, and employee recognition and engagement are five categories of good workplace practices, according to some academics. Relatively little research has concentrated only on employee recognition, even while some of these issues have attracted a substantial level of interest in research, health and safety, and employee development.

Recognition is an integral part of a psychologically healthy workplace. Not surprisingly, research shows that employee recognition is widely acknowledged as a crucial component of resource management and that employees view personal recognition for their efforts

as a crucial component of the incentives they receive at work. practical humanity.

This study sought to determine the effect of appreciation in the workplace on achieving organizational loyalty. Estimation in the workplace was determined through its four dimensions (personality, achievement, job performance, and job dedication). And organizational loyalty through three dimensions (emotional organizational loyalty, normative organizational loyalty, and continuous organizational loyalty).

To achieve the aforementioned objectives, the questionnaire was developed and distributed to a sample of (310) employees, then a descriptive statistical technique such as (mean, and standard deviation) and analytical statistical technique such as (multiple regression) were used to analyze the data. The study reached a set of conclusions and recommendations.

## **1. Study methodology**

The study aims in this section to explain what the problem of the study is, its objectives, importance, and assumptions to understand the studied phenomenon and achieve the desired goals of the study.

**1-1- The problem of the study:** In order to create compatibility between their aims and the organization's goals, it is crucial to secure their allegiance, sense of belonging, and aptitude for taking on responsibility. Any organization's ability to fulfill its goals strongly rests on its people resources. Employees must acknowledge that there is a reasonable amount of job satisfaction that revolves around providing services, working hard, and defending moral and material justice in order to develop organizational loyalty. Employees that experience this level of job satisfaction are more likely to work hard and support the organization's objectives, Keeping in mind that the connection between an individual and an organization is reciprocal and that both sides have expectations of the other, it is important to demand fair salary and perks. The impact of workplace appreciation on achieving organizational loyalty might be named as the study's main issue.

**1-2- The importance of the study:** The following can be used to emphasize the study's significance:

- Provide a theoretical foundation for the study's variables.
- Define the link between workplace appreciation and organizational loyalty.

**1-3- Objectives of the study:** Determine the relationship between the characteristics of organizational loyalty in the examined organizations and the dimensions of appreciation at work. This is one of the study's main goals.

- Analyzing the effects of the link between workplace appreciation and organizational loyalty.
- investigating the link between respect at work and commitment to the organization.

**1-4- Hypothetical Study Scheme:** In light of the problem and objectives of the study and within its theoretical and applied framework, a hypothetical scheme was designed that expresses the logical relationships between the study variables, as in the following figure.

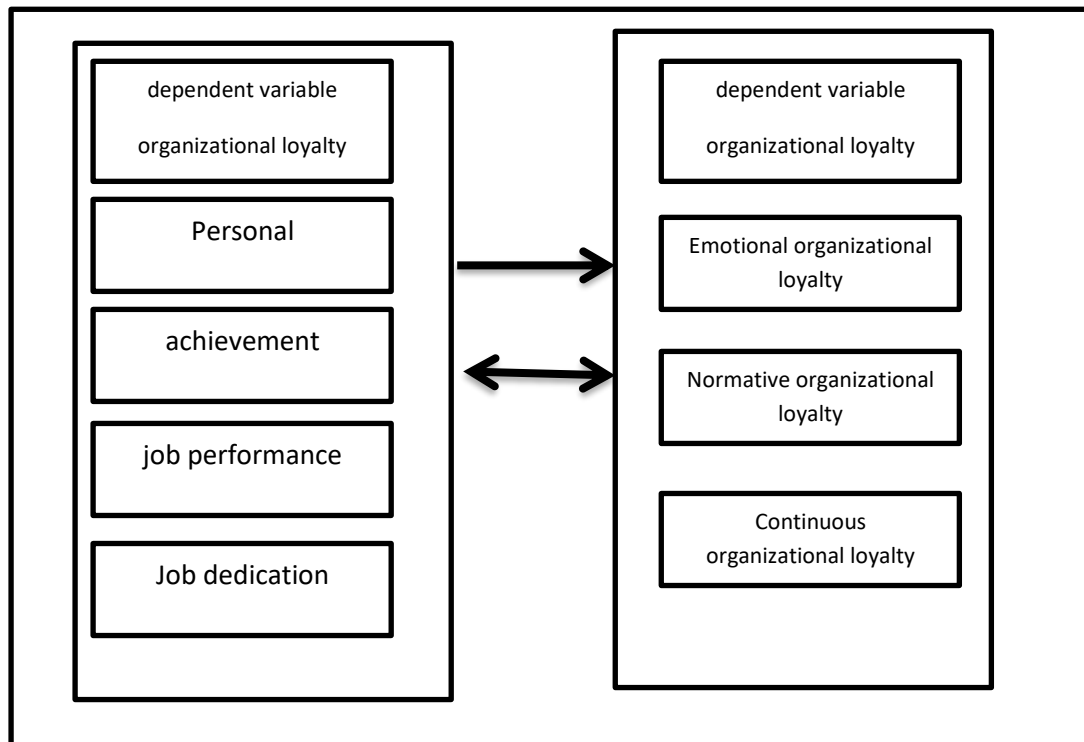


Figure (1) The hypothetical model of the research

1-1- The hypotheses of the study: - To complete the requirements of the research and to answer its

questions, three hypotheses have been developed as follows:

1- Correlation hypotheses



The first main hypothesis: A close relationship exists between appreciation in the workplace and its dimensions and organizational loyalty, and the following sub-hypotheses emerge from it:

- ❖ The first sub-hypothesis: A statistically significant association arises. between personality and organizational loyalty in the sample studied.
- ❖ The second sub-hypothesis: A statistically significant association arises. between achievement and organizational loyalty in the sample studied.
- ❖ The third main hypothesis: A statistically significant association arises. between job performance and organizational loyalty in the sample studied.
- ❖ The fourth main hypothesis: A statistically significant association arises. between job dedication and organizational loyalty in the sample studied.

2- Impact hypotheses : The second main hypothesisIn the sample examined, there is a favorable statistically significant link between workplace appreciation and organizational loyalty. The following sub-hypotheses emerge from it:

- ❖ The first sub-hypothesis: A statistically significant link between the two variables is found. personality and organizational loyalty in the sample studied.
- ❖ The second sub-hypothesis: A statistically significant link between the two variables is found. achievement and organizational loyalty in the researched sample.
- ❖ The third sub-hypothesis: A statistically significant link between the two variables is found. job performance and organizational loyalty in the researched sample.
- ❖ The fourth sub-hypothesis: A statistically significant link between the two variables is found. job dedication and organizational loyalty in the **researched sample**.

## **2- THEORETICAL SIDE**

### **2-1- The concept of appreciation in the workplace**

Prospecting for employee motivation reveals that the workforce of today is more articulate when expressing one's their needs and desires, and that their desires for everything are different from those for competitive salaries, comfortable lifestyles, job security, options for job improvement, and work-life balance (Pichlerová et al., 2023:1). One of psychology's rules indicates

unequivocally that you must immediately notice a behavior if you don't want to repeat it. (Abdullah, 2016:47). and that since a person's desires and goals are limitless, they can never be satisfied, Organizations must have clear philosophies and policies that support workforce progress, as well as inherent ways to motivate and engage employees, in light of this fact. Although a lot of businesses aim to have a big effect, others have solid organizational principles and policies that limit According to these writers, using the incorrect KPIs can have a significant impact on employee perception because it affects employee behavior, interactions, decisions, and the business as a whole. (Matlala, 2011:2). (Daniels, 1999:22).

### **2-1- Dimensions of appreciation in the workplace**

The definition of recognition above reflects an important lesson learned over the years, which is that employee appreciation goes beyond simply awarding rewards for reaching specific goals. (Brun & Dugas 2008:718) identified four sub-dimensions, each representing a different object of recognition:

#### **2-1-1 Personal**

This entails realizing that every worker is a special individual who needs to be treated with respect and dignity and that one of the most essential aspects of this dimension is making the person feel significant. It also entails taking into account the abilities and requirements of every person. Treating staff with respect and keeping them updated on developments are two ways to show them you care. (Holding & Koestner, 2023:1). Schwartz, 519, 2022 (Sagiv)

#### **2-1-2- Achievement**

Since it concerns with the satisfaction of the tangible results or outputs of an employee's labor, this is likely the most well-known part. For instance, when an employee achieves or surpasses a production goal, supervisors may recognize the achievement by publicly applauding the person. (Pekrun et al., 2023). Furthermore, these instances of recognition let the worker know that his accomplishment has been acknowledged and that, like all other forms of praise, others value his contribution. (Vu et al., 2022:42).

#### **2-1-3- Job performance**

Recognizing an employee's training, previous experience, talents, and professional credentials that allow them to accomplish their job is crucial. (Abdullahi et al., 2023:85). In a similar spirit, a worker with extensive training in the field of information technology has a useful set of skills and knowledge that should be drawn upon as often as feasible. (Deole et al., 2023).



#### **4-1-2- Job dedication**

The fourth dimension (Meyer et al., 2002: 25), appreciation of employee job dedication, emphasizes factors that help drive employee performance such as commitment, loyalty, and perseverance. Since many personal as well as environmental variables may contribute to the results achieved by the employee, there are many cases in which diligence and perseverance do not guarantee positive results. (Newlands, 2022:283).

#### **2-2- Organizational loyalty:**

##### **2-2-1 The concept of organizational loyalty:**

According to the research conducted by (Arqawi et al., 2018:3), interest in organizational loyalty increased between the late 1960s and the early 1970s. Loyalty is defined as having a positive opinion of the organization or getting the intention or willingness to work toward its goals. He defines organizational loyalty as a person's level of loyalty to their organization, their attachment to it, and their desire to give their all for the organization they labor for. Additionally, he added that this idea is comprehensive and helpful. It must be powerful, upbeat, dynamic, and founded on an internal conviction of the organization's objectives. and not only to assess the benefits and advantages of the emotional attachment between the individual and the organization with its loyalty and desire to remain in it. (Fettouh, 2022: 3) claims that during the later half of the 1960s and the beginning of the 1970s, scholars' interest in organizational allegiance increased. Today, showing loyalty is a sign that a company is willing to make the sacrifices necessary to accomplish its goals. Organizational values, attitudes, and ideas that support the fulfillment of the organization's aims. The idea is that an employee immediately supports the goals of the business. Identification, assimilation, and conformity are the three pillars of devotion. (Goodarzi, 2012: 8995).

##### **2-2-2- Dimensions of Organizational Loyalty:**

(Arqawi et al, 2018: 33) Most researchers agreed that the dimensions of organizational loyalty are as follows:

**Emotional or influential loyalty:** This dimension is influenced by how much a person understands the nature of their job, how independent they are, how important it is, what abilities they need, and how close they are to their supervisors.

This aspect of loyalty is also influenced by the employee's perception of how supportive of decision-making is encouraged at work, regardless of whether those decisions are directly related to his employment or not.

It demonstrates how closely people are connected to the company and its goals, claims Fettouh (2022: 4).

**Moral loyalty:** It is the employee's sense of duty stay with the company that frequently improves their perception of the organization's good support for them and enables them to participate and interact positively, not only in how to implement procedures but also by helping establish goals, make plans, and create general policies for the company. And he concurs with (Fettouh, 2022:4) when he said that an employee feels obligated to remain with the company in exchange for the support he obtains by helping to establish goals, plan, and create the overall policies of the company.

**Continuous loyalty and individual loyalty:** It has to do with how the individual weighs the advantages of remaining in the company with the costs of leaving. In examining organizational loyalty as a psychological condition that characterizes the relationship between the employee and the organization, Boussalem (2014: 147) contends that these three organizational loyalty factors have an impact on how a shared bond between them is conveyed. It differs depending on the type of loyalty; an employee with emotional loyalty stays with the company out of desire, whereas an employee with continuous loyalty stays with the company because it needs them. The person is anticipated to gain a greater comprehension of the connection with the firm.

#### **The third topic: the practical side**

The questionnaire, which relied on a five-point Likert scale from strongly opposing to strongly agreeing to determine the respondents' answers, was the primary tool utilized for collecting the data for the current study. Due to the significance of the measuring instrument in every study utilizing the Empirical Approach, a matching grade test using a collection of techniques represented by (apparent validity, constructive validity, and reliability).

##### **3-1- Response rate**

With a response rate of (97.5%), out of a total of (280) questionnaires that were recovered, (273) were valid for statistical analysis, providing the sample credibility as an adequate and precise representation of the research community. Over the course of the research period (from 6/2/2023 to 6/3/2023), the researchers had directly issued (310) questionnaires to a randomly sample of University of Kufa employees.

##### **3-2- The validity and reliability of the study measurement tool:**

Reliability is the assurance that the result will be the same if the tool is used again on the same sample at a



different period. It also refers to the size of the study scale and the consistency of the outcomes. The stability of the scale's value lies between zero and the right number. While the credibility standard demonstrates that the paragraphs measure the primary purpose for which they were set, the stability coefficient was used using (Alpha Cronbach), which

studies indicate is acceptable with values greater than 70% to be statistically accepted in administrative and behavioral research (Nunnally & Bernstein, 1994). Values above 70% qualify as satisfactory. After completing the test's application, it became clear that all axes gave acceptable results individually and collectively, as mentioned in Table (1).

Table (1) The coefficient of validity and reliability of the research scale

Dimensions	The number of paragraphs	Stability coefficient	Reliability coefficient
Personality	7	91.7%	94.9%
Achievement (ACH)	5	89.8%	94.8%
Job Performance (JP)	5	90.8%	95.3%
Job Dedication (JD)	8	92.1%	96.0%
Appreciation in the Workplace (AITW)	25	94.9%	97.4%
Emotional Organizational Loyalty (EOL)	5	90.9%	95.3%
Normative Organizational Loyalty (NOL)	5	93.8%	96.9%
Continuing Organizational Loyalty (COL)	5	93.7%	96.8%
organizational loyalty (OL)	15	79.1%	88.9%

Source: Prepared by the researcher based on the outputs of SPSS.26

### 3-3- and test the normal distribution of the data

To determine the kind of test that is appropriate for the accepted data, this item gives the normal distribution test. The skewness and flatness (Kurtosis) coefficients will therefore be used to determine whether the study's data are normally distributed or not. The researcher notes (Kline, 2011:62) that the skewness coefficient displays "the extent of data symmetry" because symmetrical data are distributed normally, while the flatness coefficient is used to determine the height of the distribution peak and that it is mentioned (Wegner, 2013:83) that The skewness is either at its maximum or lowest, The values of each flattening or skewness between (1.96: -1.96) are the

values that achieve the normal distribution of the data, However, there is a basic formula that may be employed, and the researcher's (Wegner's) assumptions were founded on it to confirm the data's distribution. My businesses:1. The estimation items in the workplace (AITW) were tested for normal distribution: According to Table 2, the approved sample size is 273, all of the values are valid for analysis since there are no missing values, and all torsion and flattening coefficient values are close to zero, showing that all items of the independent variable, the discretion variable in the workplace (AITW), are normally distributed.

Table (2) Results of the normal distribution of the estimation variable in the workplace (AITW)

The independent variable and its dimensions	The number of paragraphs	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Personality	273	.458	.147	-.122	.294
Achievement (ACH)	273	.870	.147	.527	.294
Job Performance (JP)	273	.850	.147	.495	.294
Job Dedication (JD)	273	.801	.147	.495	.294
Appreciation in the Workplace (AITW)	273	.936	.147	.697	.294

Source: SPSS.V.26 program output.

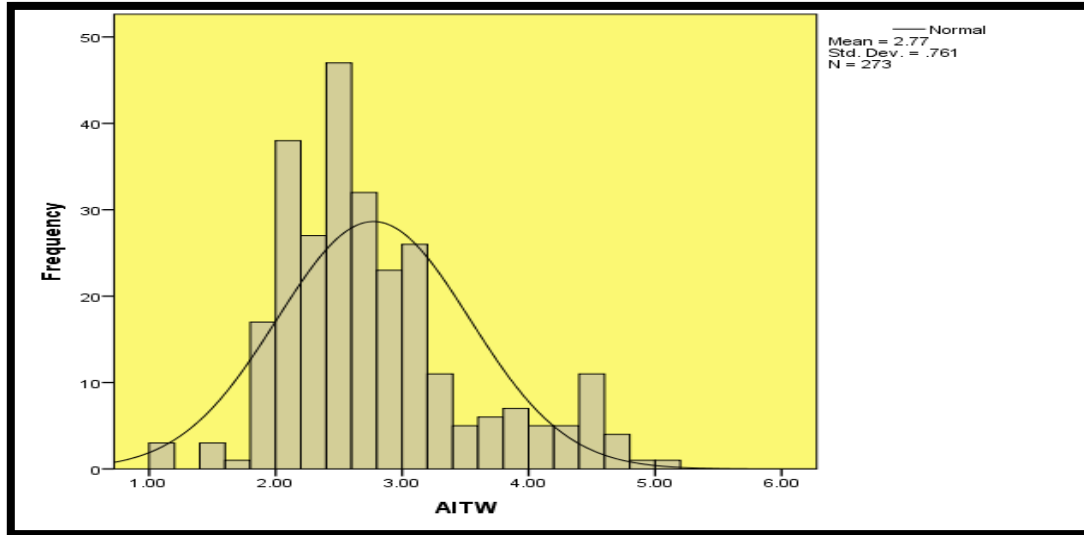


Figure (2) The normal distribution of the estimation variable in the workplace (AITW)

1. The following is the test for organizational loyalty (OL) item normal distribution: According to Table 3, the approved sample size is 273, all of the values are valid for analysis because there are no missing values, and all torsion and flattening coefficient values are close to zero, meaning that all variables in the dependent variable Organizational loyalty (OL) have a normal distribution.

Table (3) Results of the normal distribution of the organizational loyalty variable (OL)

dependent variable and its dimensions	The number of paragraphs	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Emotional Organizational Loyalty (EOL)	273	.670	.147	.280	.294
Normative Organizational Loyalty (NOL)	273	.674	.147	.288	.294
Continuing Organizational Loyalty (COL)	273	.497	.147	-.937	.294
organizational loyalty (OL)	273	.959	.147	.548	.294

Source: SPSS.V.26 program output.



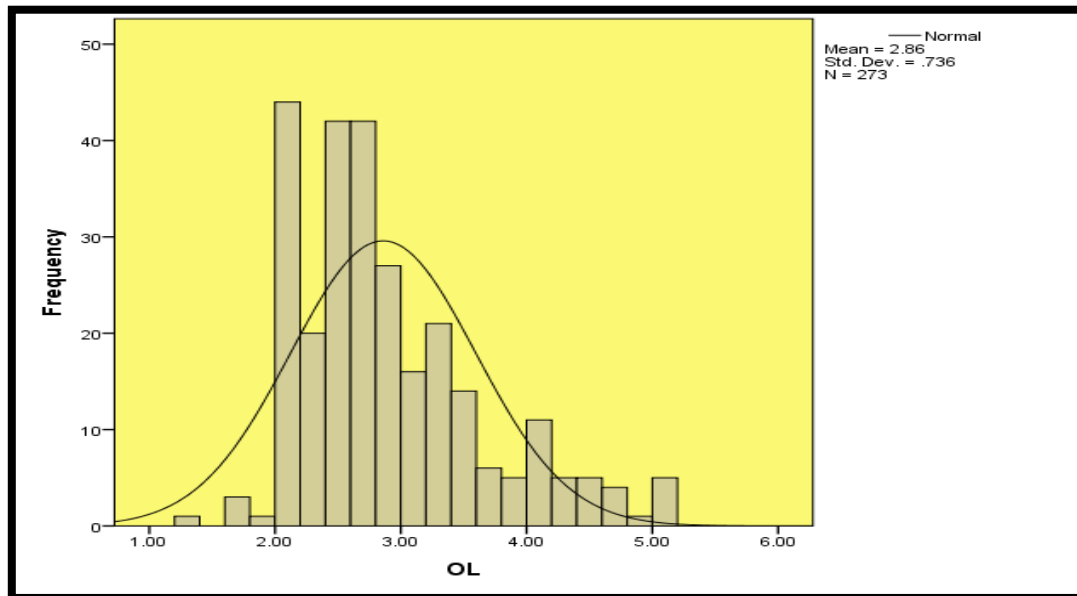


Figure (3) the normal distribution of the organizational loyalty variable (OL)

3-4- Confirmative factor analysis of the variables of the study

The researcher wants to determine whether the construction and the concept are valid by using confirmatory factor analysis. It is regarded as one of the best confirmatory factor analyses since it used 25 paragraphs to represent the study's two primary variables

(organizational loyalty (OL) and appreciation in the workplace (AITW)) and their seven dimensions. According to the procedures used to check the scales' structural validity, the researchers used the program (Amos.V25) to examine the data for the variables under examination and to confirm the results of the confirmatory factor analysis. Figure (4) displays the results as follows:

Table (4) standard indicators of conformity quality

Indicator		The general rule
		(Goodness of fit)
.1	X2 percentile and degrees of freedom df	less than 5
.2	Comparative Fit Index (CFI)	CFI>0.9
.3	Conformity Quality Index (GFI)	GFI>0.9
.4	Torquer Lewis Index (TLI)	TLI>0.9
.5	Approximate Root Mean Square Error (RMSEA) Index	0.9<RMSEA>0.5
Standard regressive weights (regressive saturations		Regressive weights for paragraphs greater or equal to (0.40)

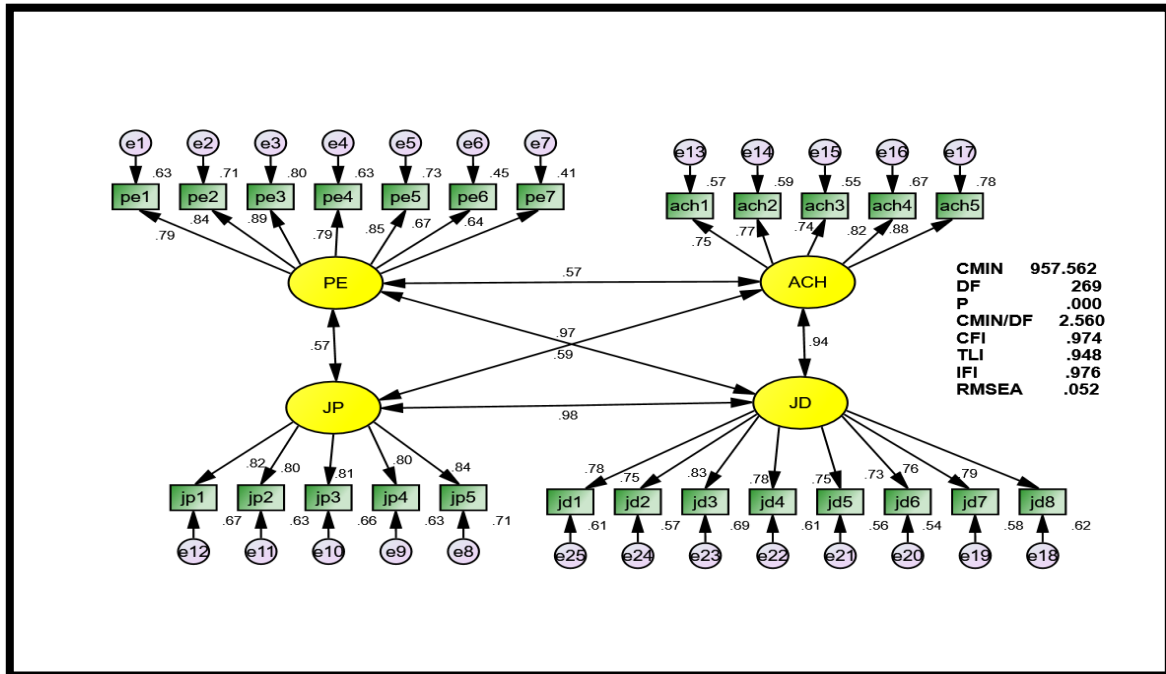
The source was prepared by the researcher based on Hair et al. (2010).

### 1. Factor Analysis Test for Assessment Items in the Workplace (AITW)

The confirmatory factor analysis of the evaluation variable in the workplace (AITW), which has four dimensions (personality (PE), attainment (ACH), job performance (JP), and job dedication (JD), is shown in Table (5). (25 paragraphs).

• The saturation ratios for the paragraphs were larger than (0.40), they were significant, and standards were

compared, as shown in Figure (4), which led the researchers to the conclusion that the confirmatory factor analysis conditions had been satisfied. The estimate in the workplace (AITW) and each of its parts were displayed in the independent variable's saturation values. In terms of conformance, they were all in compliance and it was found that they are all higher than the critical value (CR) of (1.96).

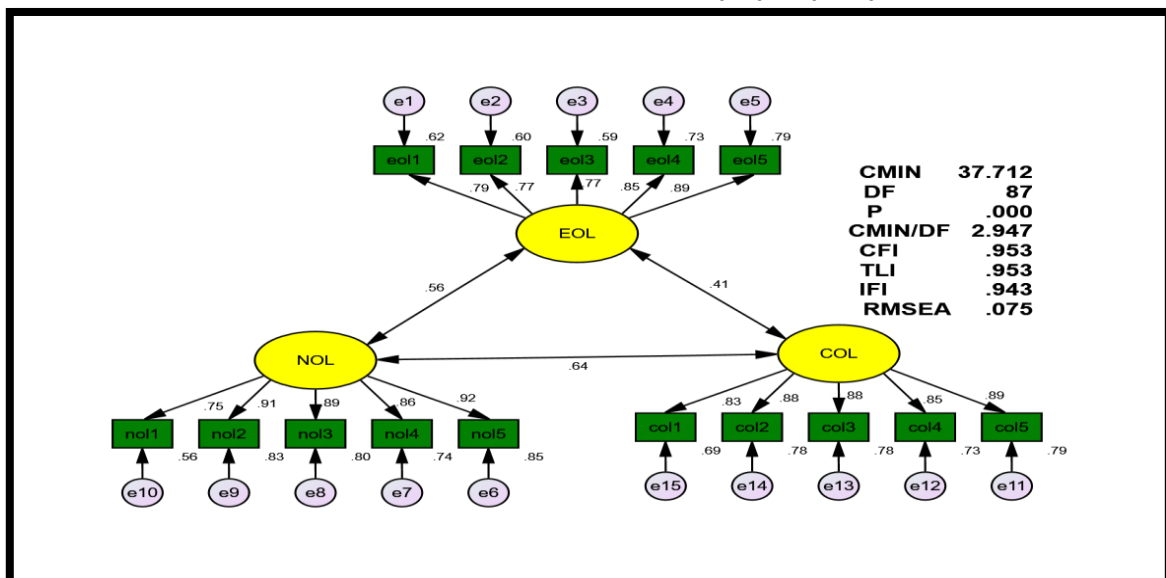


**Figure 4: Affirmative factor analysis of assessment in the workplace (AITW).**

## 2. Factorial Analysis Test for Organizational Loyalty (OL) Items

Organizational Loyalty (OL) is a dependent variable that has three dimensions: Emotional Organizational Loyalty (EOL), Normative Organizational Loyalty (NOL), and Continuous Organizational Loyalty (COL). Table (6) displays the confirmatory factor analysis of this dependent variable. ( 15 paragraphs).

The importance of the dependent variable Occupational Loyalty (OL) saturation values and all of its paragraphs (9) was shown in Figure, which also indicated that the saturation percentage was greater than (0.40). (5). When the identical quality criteria were examined, they were all greater than (0.40), considerable, and in compliance with the rules. Furthermore, it was found that all exceed the critical value (CR) of (1.96).



**Figure 5: Emphasizing Factor Analysis of Organizational Loyalty (OL) Paragraphs**





### 3-5- Descriptive statistics/description, diagnosis, and analysis of study variables data

AITW) among University of Kufa employees, as well as the standard deviation, relative weight (relative importance), for each paragraph of the questionnaire, whether or not at the sub-level or level of the

dimensions or the main variables researched. Based on the responses of (273) observations, the researchers are trying to determine the reality, level, and importance of the study variables (organizational loyalty (OL) and AITW) between employees at the University of Kufa. (7).

Table 7 Likert ratings and level of availability

Resolution gradations	Arithmetic medians	degree of approval	Relative importance
I don't quite agree	1.80-1	very low	interest as low as 20%
I do not agree	2.60-1.81	Low	From low to medium (40%-21%)
Neutral	3.40-2.61	Moderate	Average importance (60%-41%)
I agree	4.20-3.41	Available	Intermediate to high interest (80%-61%)
Agree	5.00-4.21	Very available	High importance greater than 80%
hypoetical mean = $15/5 = (3)$		ss length = $5 - 1 = 4/5 = 0.80$	

**Source:** Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Wolver Hampton, U. K.

### 2. Variable Appreciation in the Workplace (AITW):

A- Personality dimension (PE)

The first paragraph, "My individual needs and their characteristics are taken into account by my supervisor," appeared in the first sequence, according to the results of Table (8), with a relative importance

of (67.8%), an arithmetic mean of (3.39) at a high level, with a standard deviation of (1.12), while the seventh paragraph, "The supervisor allows me to make decisions on my own," appeared in the last sequence, with a relative importance of (56.0%), an arithmetic mean of the faculty and staff at Kufa University.

Table (8) Descriptive analysis of the personality dimension (PE)

code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	sequencing
pe1	1. My supervisor is considerate of my unique requirements and characteristics.	3.39	1.12	67.8%	1
pe2	2. The supervisor sees me as a real person.	3.03	1.09	60.5%	6
pe3	3. My supervisor keeps me up to date on what is happening inside our company.	3.19	1.12	63.7%	3
pe4	4. My supervisor cares about my security.	3.05	1.14	61.0%	5
pe5	5. I receive adulation from my boss on a regular basis. (ie: say hello, thank you, etc.)	3.08	1.09	61.5%	4
pe6	6. I feel significant around the boss.	3.22	1.11	64.4%	2
pe7	7. My boss gives me the freedom to decide for myself.	2.80	1.13	56.0%	7
the general mean		3.11	1.12		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

### B- Achievement (ACH)

Table 9's findings show that the fourth paragraph appeared in the first sequence (The supervisor

provided the results of my diligent work) with a relative importance of 56.6%, an arithmetic mean of (2.83) at an average level, and a standard deviation of



(1.08), while the third paragraph appeared (The supervisor provides the results of my diligent work). (Incentives, bonuses, or other rewards for outstanding performance.) The previous sequence had an achievement produced by the typical staff at the

University of Kufa with a relative relevance of (50.8%), an arithmetic mean of (2.54), and a standard deviation of (1.04), which is smaller than the hypothetical mean of (3).

Table (9) Descriptive Analysis of Achievement Dimension (ACH)

code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	sequencing
ach1	1. The supervisor commends me when I achieve particular objectives.	2.57	0.97	51.4%	3
ach2	2. My boss takes the time to publicly recognize my accomplishments.	2.55	1.06	51.1%	4
ach3	3. My boss promotes exceptional performance through incentives, bonuses, or other incentives.	2.54	1.04	50.8%	5
ach4	4. My manager has recognized the effects of my diligent labor.	2.83	1.08	56.6%	1
ach5	5. My supervisor recognizes me when I surpass other or performance-related goals.	2.58	1.02	51.6%	2
the general mean		2.61	1.03		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

#### C- Job Performance (JP)

The fourth paragraph, "My country's supervisor appreciates my skills and knowledge," appeared first in Table 10's results. the fifth paragraph (the organization produces products of high quality compared to competitors) came in the last sequence,

with a relative importance of (50.6%), an arithmetic mean of (2.53), a standard deviation of (1.007), which is less than the hypothetical mean of (3), and this indicates that the interest in job performance is less important than the other three paragraphs.

Table (10) Descriptive analysis of the job performance dimension (JP)

Code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	sequencing
jp1	1. The supervisor recognizes the quality of the work I do.	2.55	0.919	51.0%	4
jp2	2. My supervisor will assign work that matches my level of qualifications.	2.60	1.039	51.9%	2
jp3	3. My professional background and credentials are recognized by the boss.	2.59	1.043	51.8%	3
jp4	4. My manager respects my abilities and knowledge.	2.78	0.986	55.7%	1
jp5	5. The manager makes a statement about the professionalism I displayed while working.	2.53	1.007	50.6%	5
the general mean		2.61	0.999		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

#### D- Job Dedication (JD)

In Table 10's findings, the fifth paragraph appeared in the first sequence. (I feel that the supervisor appreciates the extent of my dedication to my work.)

whereas the third paragraph came in with a relative relevance of (58.5%), an arithmetic mean of (2.93), at an average level, and a standard deviation of (1.068), (he recognizes The supervisor of my ideas and efforts,



even when they do not necessarily lead to successful results.) The administration's interest in the employees' commitment to their jobs is average at the University of California, Davis, with a relative

importance of 51.9%, an arithmetic mean of 2.60, and a standard deviation of (0.981), which is less than the hypothetical mean of 3.0

Table (10) Descriptive analysis of the job performance dimension (JP)

Code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	sequencing
jd1	1. My boss recognizes my commitment to our group or division.	2.70	1.039	54.0%	5
jd2	2. My boss acknowledges my commitment and hard work.	2.69	1.088	53.8%	6
jd3	3. Even when my ideas or efforts don't always produce positive outcomes, my boss appreciates them.	2.60	0.981	51.9%	8
jd4	4. My boss takes the time to express his appreciation for the effort I put into my work.	2.92	0.991	58.3%	2
jd5	5. I believe my boss recognizes how committed I am to my work.	2.93	1.068	58.5%	1
jd6	6. My manager recognizes my dedication to our company.	2.90	1.006	57.9%	3
jd7	7. My manager keeps track of how long I've worked for the company.	2.70	1.013	54.1%	4
jd8	The supervisor thanks me for continuing to .8 .be a devoted employee of the company	2.65	1.029	53.0%	7
the general mean		2.76	1.027		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

As it is obvious from Table (11), the results pertaining to the variable (estimation in the workplace (AITW)) are reported in terms of the statistical indicators reflected in: (arithmetic mean, standard deviation, and percentage).

It received an average answer since the arithmetic mean was (2.77, with a standard deviation of (0.761), which represents the values' divergence from the

arithmetic mean and is expressed as a percentage of 55.46%, and the personality (PE) was ranked first because it receives the highest values. Here is a presentation of the most significant findings connected to the sample's responses about each dimension of the variable (estimation in the workplace), with job performance (JP) placing last because it received the lowest values. (AITW): -

Table (11) Descriptive analysis of dimensions of appreciation in the workplace (AITW)

Dimensions	Arithmetic mean	standard deviation	Relative importance	sequencing
Personality	3.11	0.912	62.14%	1
Achievement (ACH)	2.61	0.871	52.29%	3
Job Performance (JP)	2.61	0.855	52.21%	4
Job Dedication (JD)	2.76	0.825	55.21%	2
general middle	2.77	0.761	55.46%	

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).



## 2. Organizational Loyalty (OL) Variable:

### A- Emotional Organizational Loyalty (EOL)

The first paragraph (I feel that I will be happy at work to spend the rest of my career with the organization) came in the first sequence, according to the results of Table (12), with a relative importance of (56.6%), an

arithmetic mean of (2.83) at an average level, with a standard deviation of (0.974), while the fifth paragraph (I feel a strong sense of belonging to this organization) came in the last sequence, with a relative importance of (54.1%), an arithmetic

Table (12) Descriptive Analysis of the Emotional Organizational Loyalty (EOL) Dimension

Code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	Sequencing
eol1	1. I feel happy at work to spend the rest of my career with the organization	2.83	0.974	56.6%	1
eol2	2. Enjoy discussing the organization with outside people	2.72	0.987	54.4%	3
eol3	3. The interests of this organization are the same as mine	2.76	0.955	55.2%	2
eol4	4. I feel that the problems of this organization are the same as my own	2.72	0.949	54.3%	4
eol5	5. I feel a strong sense of belonging to this organization	2.71	0.986	54.1%	5
the general mean		2.75	0.970		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

### B- Normative Organizational Loyalty (NOL)

The first paragraph (I think it is wrong to leave the organization now, even if it is beneficial for me) appeared in the first sequence, according to the results of Table (13), with a relative importance of

(59.9%), an arithmetic mean of (2.99) at an average level, with a standard deviation of (0.985), while the fifth paragraph (I owe a large amount to this organization) appeared in the last sequence, with a relative importance of (54.3%), an arithmetic

Table (13) Descriptive Analysis Normative Organizational Loyalty (NOL)

Code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	Sequencing
nol1	1. I find it wrong to leave the organization now, even if it would be beneficial for me	2.99	0.985	59.9%	1
nol2	2. I would feel guilty if I left the organization in these circumstances	2.81	1.064	56.2%	3
nol3	3. This organization deserves my devotion and loyalty	2.85	0.997	57.1%	2
nol4	4. I am not leaving the organization now because I feel a commitment and responsibility toward the individuals working in this organization	2.77	1.029	55.5%	4
nol5	5. I owe a huge amount to this organization	2.71	0.999	54.3%	5
the general mean		2.83	1.015		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

### C- Continuing Organizational Loyalty (COL)

The first paragraph (I do not wish to leave the organization because there are few available work alternatives) appeared in the first sequence, according to the results of Table (14), with a relative importance

of (65.0%), an arithmetic mean of (3.250) at a high level, with a standard deviation of (0.997), while the fifth paragraph (Leaving the organization soon will be very expensive for me) appeared in the last sequence, with a relative importance of (59.6%), an arithmetic



ongoing commitment to the organization among the University of Kufa staff.

Table (14) Descriptive Analysis Continuous Organizational Loyalty (COL)

Code	Paragraphs	Arithmetic mean	standard deviation	Relative importance	Sequencing
col1	1. I do not wish to leave the organization because the available work alternatives are few	3.250	0.997	65.0%	1
col2	2. My stay in the organization is as necessary as it is my desire	3.070	1.093	61.4%	2
col3	3. I feel I have very limited options to consider leaving the organization	3.050	1.059	61.0%	4
col4	4. Leaving the organization requires personal sacrifice because there is no other organization that can match it in terms of benefits	3.060	1.078	61.2%	3
col5	5. Leaving the organization so soon would be too costly for me	2.980	1.145	59.6%	5
the general mean		3.082	1.074		

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

Table (15) shows the results related to the variable (Organizational Loyalty (OL) according to the statistical indicators represented in: (arithmetic mean, standard deviation, and percentage), as it is clear that the aforementioned variable

It obtained average values because the arithmetic mean was (2.8591, with a standard deviation of

(.73609), which represents the deviation of the values from the arithmetic mean, with a percentage of 56.6%, where continuous organizational loyalty (COL) came first because it obtained On the highest values, while emotional organizational loyalty (EOL) came last because it obtains On the lowest values, and here is a presentation of the most significant results. (OL): -

Table (15) Descriptive analysis of dimensions of organizational loyalty (OL)

Dimensions	Arithmetic mean	standard deviation	Relative importance	sequencing
Emotional Organizational Loyalty (EOL)	2.6540	.99950	53.1%	3
Normative Organizational Loyalty (NOL)	2.7480	.83071	55.0%	2
Continuing Organizational Loyalty (COL)	3.0813	.96206	61.6%	1
general middle	2.8591	.73609	56.6%	

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

### 3-6- Testing the hypotheses of the correlations of the research variables:

This section of the study focuses on a statistical presentation through which the correlations between the two research variables (organizational loyalty, the

dependent variable, and the independent variable appreciation in the workplace, with its four dimensions personality (PE), achievement (ACH), job performance (JP), and job dedication (JD), are tested and examined. (OL). It goes like this:

Table (16) Matrix of correlations for research variables

		PE	ACH	JP	JD	AITW
OL	Pearson Correlation	.410**	.710**	.766**	.786**	.755**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

1. The first major finding is that, overall, there is a considerable relationship between organizational

loyalty (OL) and appreciation in the workplace (AITW). Table (16's data) revealed a positive correlation (.755),



and since the level of significance was (.000) rather than the researchers' desired threshold of significance (0.05), the null hypothesis was rejected. The alternative hypothesis is therefore accepted.

2. The first sub-hypothesis holds that, on a macro level, personality (PE) and organizational loyalty (OL) significantly correlate. Table (16)'s data revealed a positive correlation (.410), however the level of significance was (.000), which is lower than the degree of significance the researchers had predicted. (0.05). Therefore, reject the null hypothesis and embrace the alternative hypothesis.

3. The second alternative theory is that, on a macro level, achievement (ACH) and organizational loyalty (OL) are closely related. Table 16's data also revealed a positive association (.710), but the level of significance was (.000), which is less than the level of significance that the researchers had predicted. (0.05). Therefore, reject the null hypothesis and embrace the alternative hypothesis.

4. The third sub-hypothesis asserts that job performance (JP) and corporate loyalty have a significant correlation at the macro level. (OL). The data in Table (16) showed a positive association of (.766), but the level of significance was (.000), which is less significant than the level of significance that the researchers had anticipated. (0.05). So, disregard the null theory and support the alternative one.

5. The fourth sub-hypothesis: A close relationship exists between job dedication (JD) and organizational loyalty (OL) at the macro level. Through the data of

Table (16), it became clear that there was a positive correlation (.755), while the level of significance was (.000), which is less than the level of significance specified by the researchers (0.05). So accept the alternative hypothesis and reject the null hypothesis

Seventh: The results of testing the impact hypotheses In this paragraph, the results of testing the impact hypotheses will be discussed successively:

1. The second fundamental premise: This hypothesis states that there is a significant influence relationship between the workplace (AITW) and organizational loyalty (OL), and that any change in the appreciation in the workplace (AITW) will lead to strengthening organizational loyalty (OL) by the amount shown in Table (17) of the results of the test of influence relationships, which showed that there is an influence relationship of loyalty. (. 953) Additionally, 56.9% of the variation in organizational loyalty is explained by the evaluation in the workplace (AITW). (OL), and the remaining portion (43,1%) is attributable to additional factors not examined in the study, which is noteworthy based on In comparison to the tabular (F) value of 3.84, the calculated value of (F) is (358.345), and the value of the index level is higher. According to these results, the alternative hypothesis is accepted and the null hypothesis is rejected at the level of this study, which means: that whenever the components of the estimate are available in The Workplace whenever it strengthens organizational loyalty in general and the University of Kufa in particular,

$$y = a + bx$$
$$y = .834y + .953x$$



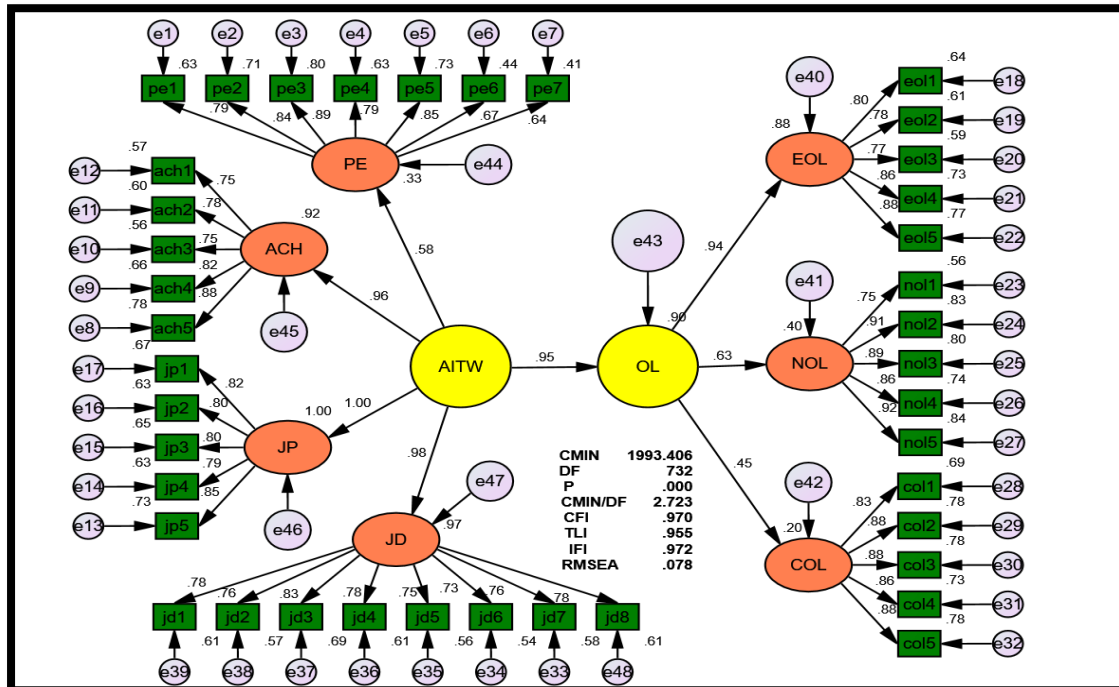


Figure 6: The results of the regression between the independent variable, appreciation in the workplace (AITW), and the dependent variable, organizational loyalty (OL).

Table (17) regression between the independent variable appreciation in the workplace (AITW) and the dependent variable organizational loyalty (OL)

dependent variable	tracks	the independent variable	Standard Regression Weights	C.R	P	F test	Tabular F value	effect constant	R Square
<b>AITW</b>	<b>&lt;---</b>	<b>OL</b>	<b>.953</b>	<b>4.561</b>	<b>***</b>	<b>358.345</b>	<b>3.84</b>	<b>.834</b>	<b>.569</b>

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

The conformance quality standards were compared, and they were all in conformity with the conditions, and it was also found that all are greater than the critical value (CR) of (1.96), and this indicates that the quality of measurement conformity is supported.

1. The first alternative theory: According to this theory, there is a strong association between organizational loyalty (OL) and personality (PE). Based on the findings of Table 18, it is evident that there is a relationship between these two variables. In addition, the personality (PE) accounts for 17% of the variation in organizational loyalty (OL), with the remaining 83% being due to other variables not included in the study. The effect constant was (1.832), and organizational

loyalty (OL) grows by one unit, personality (PE) increases by (.331) directly, in relation to the regression's slope. (.331). The significance level score, which was (0.000), which is less than the level of significance that the researchers assumed (0.05), as well as the computed (F) value, important (54.649), which is higher than the data in the tables' (F) of (3.84), support this finding. The null hypothesis is rejected at the level of the investigation and the alternative hypothesis is accepted in light of these results. This implies that the administration strengthens a person's personality to greater depths the more it prioritizes personality.

$$y = a + bx$$

$$y = 1.832 + .331x$$

Table (18) regression model between personality (PE) and organizational loyalty (OL)

	non-standard	standar	F	F	R	signifi
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		transactions		d transactions	calculated	tabular	Square	cance level
		beta coefficient	Beta	Beta				
1	Constant	1.832	.145	.410	54.649	3.84	0.17	.000
	Personality	.331	.045					

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

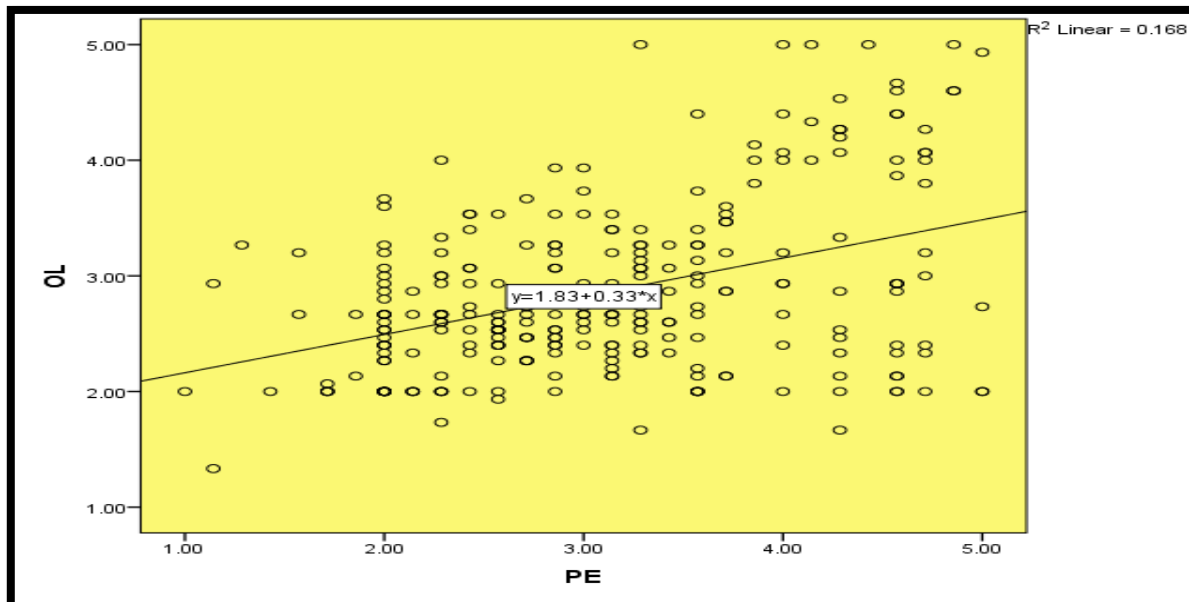


Figure (7) Regression model between personality (PE) and organizational loyalty (OL)

2. The second alternative theory: The results of Table (19) demonstrate that there is an effective association between knowledge with goods on organizational loyalty (OL), as it reached a consistent level, supporting the premise that there is a substantial relationship between achievement (ACH) and organizational loyalty (OL). In other words, when the achievement (ACH) increases by one unit, organizational loyalty (OL) will increase by (.600). Furthermore, Achieving goals (ACH) accounts for 50.4% of the variation in commitment to the organization (OL), with other factors not considered in the research accounting for the remaining 49.6%. The effect is 1.290, and the regression's slope immediately

reaches (.600). Furthermore, the significance level score, which was (0.000), which is less than the level of significance that the researchers presumed (0.05), supports this result. This is based on the computed (F) value, which indicates that the result is important (275.88), going beyond the data in the tables' (F) of (3.84). The null hypothesis is rejected at this stage of this study and an alternate theory is accepted in light of these results. This means that the university will be more successful the more the management thinks about the academic success of the university's staff.

$$y = a + bx$$

$$y = 1.290 + .600x$$

Table (19) Regression model between achievement (ACH) and organizational loyalty (OL)

	non-standard transactions		standard transactions	F calculated	F tabular	R Square	significance level
	beta coefficient	Beta	Beta				

<b>1</b>	Constant	<b>1.290</b>	<b>.100</b>	<b>.710</b>	<b>275.88</b>	<b>3.84</b>	<b>0.50</b>	<b>.000</b>
	Achievement (ACH)	<b>.600</b>	<b>.036</b>					

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

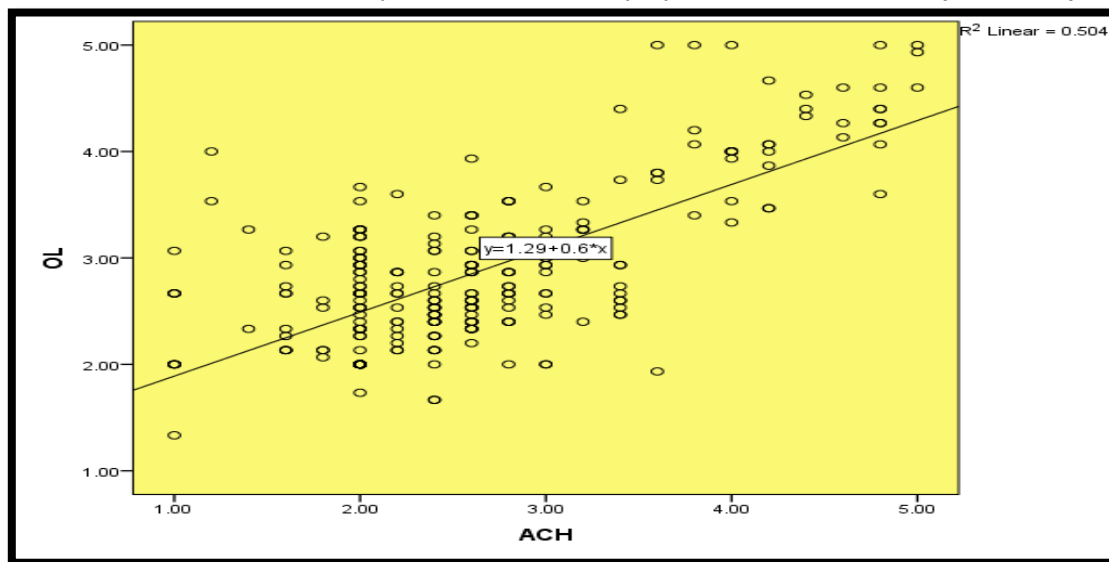


Figure (8) Regression model between achievement (ACH) and organizational loyalty (OL)

3- The third alternative theory: The results of Table 20 agree with the hypothesis that there is a significant link between organizational loyalty (OL) and job performance (JP). As the slope of the regression accomplished (.660) and the effect constant (1.136), it can be assumed that organizational loyalty (OL) will increase by the same amount as job performance (JP) increases by one unit. (OL), The remaining part (41%) is the result of extraneous elements that weren't included as part of the analysis. Significant based on the calculated (F) value (385.86), which is higher than

the t'bular (F) value of (3.84), and the significance level value verifying this finding, which equaled (0.000), which is less than the level of significance that the researchers assumed. (0.05), and in light of these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study. This means: that the more the administration can do to improve the study's results, the more the

$$y = a + bx$$

$$y = 1.136 + .660x$$

Table (20) regression model between job performance (JP) and organizational loyalty (OL)

		non-standard transactions		standard transactions	F Calculated	F tabular	R Square	significance level
		beta coefficient	Beta	Beta				
<b>1</b>	Constant	<b>1.136</b>	<b>.092</b>	<b>.766</b>	<b>385.8</b>	<b>3.84</b>	<b>0.59</b>	<b>.000</b>
	Job Performance (JP)	<b>.660</b>	<b>.034</b>					

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

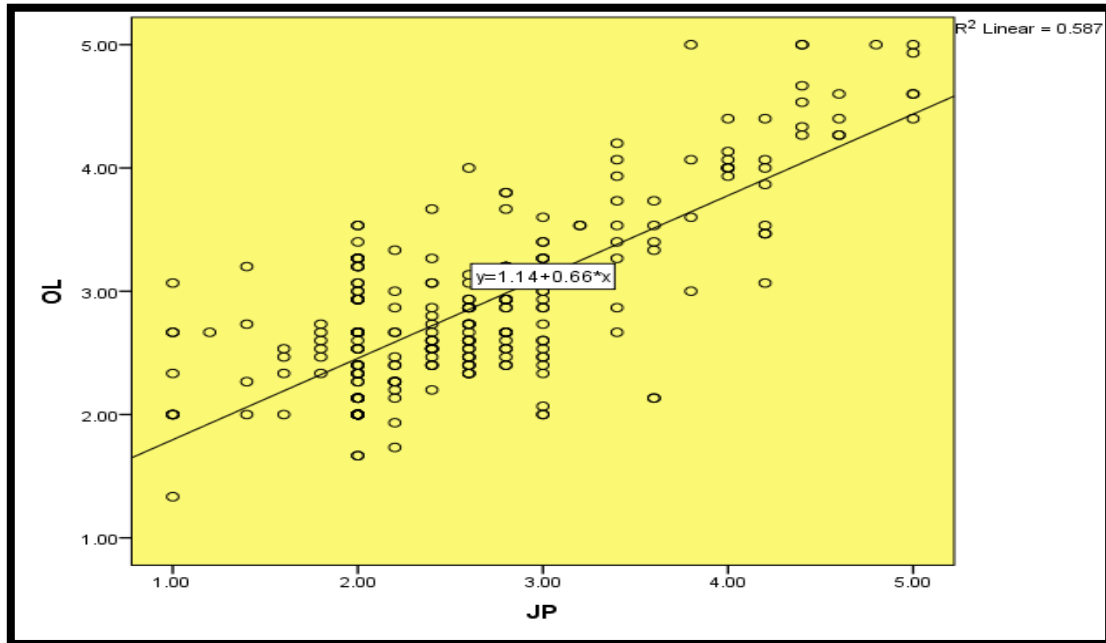


Figure (9) The regression model between job performance (JP) and organizational loyalty (OL)

4- The subsequent hypothese: According to this hypothesis, there is a significant relationship between job commitment (JD) and organizational loyalty (OL). This hypothesis is confirmed by Table (21)'s outcomes, which show that the slope of the regression reached (.701) and the effect constant reached (.924) accordingly. This means that when organizational loyalty (OL) raises by (.701), in addition to job commitment (JD), other factors outside the scope of the study are responsible for the remaining percentage (40,3%). Significant based on the calculated (F) value (438.09), which is higher than the tabular (F) value of

(3.84), and the value of the significance level, which supports this result and weighs (0.000), is less than the probability of have significance which the researchers assumed (0.05), and in light of the aforementioned findings, the alternative hypothesis is accepted., and the null hypothesis is rejected at the level of this study. This means: that the more the administration can do to improve the study's results, the more significant

$$y = a + bx$$

$$y = 1.136 + .701x$$

Table (21) Regression model between job dedication (JD) and organizational loyalty (OL)

		non-standard transactions		standar d transactions	F Calculated	F tabular	R Square	signifi cance level
		beta coeff icient	Beta	Beta				
1	Constant	.924	.096					
	Job Dedication (JD)	.701	.033	.786	438.09	3.84	0.617	.000

Based on the software's outputs, the researcher prepared the data source. (SPSS.V.26).

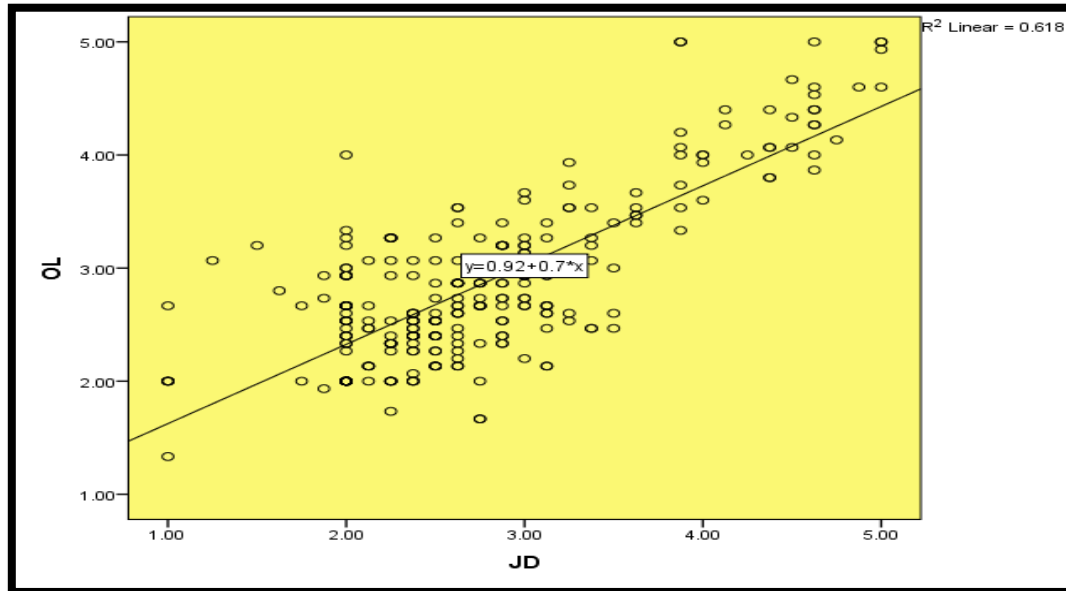


Figure (10) Regression model between job dedication (JD) and organizational loyalty (OL)

The following table (22) summarizes the decision to accept and reject the hypotheses

Hypothesis	significance level	the decision
<b>The first main hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The first sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The second sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The third sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The fourth sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The second main hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The first sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The second sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The third sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>
<b>The fourth sub-hypothesis</b>	<b>.000</b>	<b>Acceptance</b>

The table was prepared by the researchers according to the results of the outputs of the SPSS.V.26 program.

## CONCLUSIONS AND RECOMMENDATIONS

First conclusions: The most significant findings that the researchers came to after translating the statistical and applied findings from the practical side are summarized in this chapter and are as follows:

- As most respondents' responses to the majority of the items were neutral or in agreement, this indicates that management had an average level of interest in the workplace components of personality, achievement, job performance, and job dedication. These respondents worked at the University of Kufa.
- Employees at the University of Kufa have organizational loyalty traits, and this is a good sign because it shows that the majority of the study sample's responses were in agreement.

c. It is clear by looking at the strong, favorable, and significant relationships between workplace appreciation and organizational loyalty.

By giving people the freedom to make their own judgments, Dr. The average interest in personality among University of Kufa staff members positively impacts enhancing organizational loyalty all in general and with regard to the University of Kufa.

H. The promotion of organizational loyalty in general and the University of Kufa in particular are impacted by giving incentives, awards, or other rewards for employees' exceptional performance at the University of Kufa.

Then there is. The important role that work performance plays in fostering organizational loyalty in general and at the University of Kufa in particular is



enhanced through respecting and valuing the talents and expertise of employees.

g. The great role of job dedication, through identifying ideas and appreciating the effort that leads to successful results among employees, contributes to strengthening organizational loyalty all in general and with regard to the University of Kufa.

Secondly, the recommendations

During the study phase, data collecting, analysis of prior research, travel to the University of Kufa, conducting the applied side, and assessing its outcomes, the suggestions came into focus.

a. Request that the University of Kufa embrace and promote the elements of appreciation in the workplace, inspire staff, and include them in decision-making, all of which improve organizational loyalty all in general and with regard to the University of Kufa.

B. Increasing the University of Kufa's commitment to provide workshops and courses in the area of environmental guidance, since this helps to increase team loyalty.

c. Coaching and educating staff members on how to foster appreciation at work, which improves organizational loyalty generally and the University of Kufa in particular.

Dr. Supporting and praising the University of Kufa staff for their moral behavior allows them to use their ingenuity to develop both organizational loyalty all in general and with regard to the University of Kufa.

H. Fostering an environment where University of Kufa staff members treat one another with kindness and respect, which improves their performance in achieving organizational objectives in general and increases organizational loyalty in general and to the University of Kufa in particular.

Then there is. holding specialized training sessions on the importance of fostering employee personality development among University of Kufa staff members, which strengthens organizational loyalty in general and at the University of Kufa

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