

Forms of Expression of Employee Loyalty

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Abstract

An applied empirical research aimed at the identification of the forms of employee loyalty to an organisation, in this case the Lithuanian Joint Stock Company *Keliai*, is presented in the paper. By using a questionnaire survey method the intensity and expression of affective, economic and normative loyalty in terms of employee socio-demographic characteristics were identified. It was found that the employees can be characterised as not particularly attached to the organisation (affective loyalty average is 2.4 points), the majority of the employees do not understand the vision of the organisation clearly enough and do not see its future. Economic loyalty average (2.2 points) showed that the employee-organisation relationship is not based on material benefit, career or professional development (i.e. personal) interests. Normative loyalty average of 1.8 points showed that the employees are not driven by moral obligations based on a strong sense of duty to the organisation. Low-level loyalty of the employees firstly evidences a lack of management competences.

Keywords: employee loyalty, affective loyalty, economic loyalty, normative loyalty, employee motivation.

Introduction

Research problem and relevance. Employee attachment to the workplace index in Lithuania is one of the lowest in the Baltic States and in Europe. The proportion of employees who are loyal and unloyal to the work and to the company reflects negative tendencies in the labour market. It is evident that no well-functioning motivation systems have been developed in Lithuania, the majority of companies do not have any loyalty promotion programs. This problem is relevant to both state-owned and private companies. The paper is aimed at answering the following *problematic questions*: What is the level of employee loyalty in Lithuania? What external factors affect loyalty reinforcement?

The issue of reinforcement of employee loyalty to the organisation is very relevant, because the most critical problem for businesses today is retention of excellent employees. Such value as loyalty to the employer has not been moulded yet therefore workforce, especially young, is very mobile. In many cases migration is encouraged by employers them-

selves who are mainly concerned about the increase of their profits and do not value investment into building employee loyalty. Although the concept of *employee loyalty* is more often used speaking about business and human resources management, employee loyalty to the organisation is still a little researched area in Lithuania.

Research subject: the expression of employee loyalty in the JSC *Keliai*.

Research aim: to identify the level of employee commitment to the organisation and how motivation strategies can reinforce employee loyalty.

Research objectives:

1. To identify the origin and the essence of the concept of *employee loyalty*;
2. To give an overview of the typology of loyalty;
3. To identify the types of employee loyalty in the JSC *Keliai* and affecting factors.

The essence and typology of the concept of loyalty

In scientific literature the concept of organisational loyalty is defined differently and still causes many debates and disagreements. Scientists include their own understanding into the concept and because of changes in the environment it has been expanded and updated. There is no single opinion on the definition of organisational loyalty in research works. For example, P. Morrow, having analysed the works of different authors, found 25 concepts defining organisational loyalty. The reason for this disagreement and misunderstanding is a lack of a specific loyalty model (Coopey, Hartley, 1991).

H. Becker (1960), whose input into the concept of organisational loyalty is great, describes loyalty as a process. H. Becker writes: “If an individual refuses to change his workplace even knowing that a new job will be more rewarding in terms of pay and working conditions, it should be assumed that this is the result of his loyalty, his relationship with his present workplace is built on other trade-offs than pay and working conditions and thus changing a job becomes painful” (Petkeviciute, 2004).

J. Meyer and N. Allen (1997) define organisational loyalty as a conditional drive for personal identification and involvement in a particular organisation. Conceptually that can be defined by the following factors:

- Strong belief in the values and goals of the organisation;
- Determination to put efforts for the good of the organisation;
- Strong intention to stay with the organisation.

This model can be considered as general and characterising the conception of organisational loyalty best, because the three factors are found in many works on management in one or another form. In general, it may be said that the conception of organisational loyalty is based on the individual's affective reactions towards the employing organisation. It is related to commitment to the organisation's aims and values, personal role and loyalty to the organisation for the good of it and not because of purely instrumental values.

Loyalty affects almost every form of employee motivation. Loyalty to somebody is a powerful motivational drive, it attaches the individual to some thing or activity. A worker's commitment to people, aims, organisation, task, idea or value can be high or low, conditional or unconditional.

A. Etzioni is one of the first researchers who have attempted to develop the typology of organisational loyalty. According to it, organisational loyalty can be of three forms: *moral loyalty*, *calculative loyalty*, *forced loyalty*.

- *Moral loyalty* to the organisation is related to the acknowledgement and appreciation of its values, aims.
- *Calculative loyalty* to the organisation is related to rational trade-offs of costs and benefits.
- *Forced loyalty* is built on exploitation relations (Nyengane, 2007).

This classification is similar to the ones proposed by other authors who have been doing research into the classification of types of organisational loyalty in the last decades.

According to R. Konter, different types of loyalty arise from different attitudinal requirements imposed on the members of the organisation (Fiorito, Bozeman, Young, Meurs, 1968). Referring to him, organisational loyalty may be of three forms:

- *Managerial loyalty* is related to approval, following of organisational norms what conditions a particular behaviour of the employees (an individual has to reject previous norms and accept present organisational norms).
- *Continuous loyalty* to the organisation is interpreted as an experience: self-sacrifice, investment

has been too big to leave the organisation painlessly.

- *Coalition loyalty* is understood as an individual's involvement in organisational rituals, traditions, particular social relationships within the organisation.

The present most popular understanding of organisational commitment is a three-component model proposed by J. Meyer and N. Allen. At first J. Meyer and N. Allen (1984) treated organisational loyalty as two different components: affective and economic loyalty. Some years later (1990) the authors noticed that three main aspects dominate all definitions: affective, moral and costs-based. Thus, as a result of the done analysis they also included normative loyalty. Finally, J. Meyer and N. Allen proposed three possible forms of organisational loyalty that highlight three different aspects of the human-organisation relationship. This relationship conditions an individual's decision to stay with the company (Iverson, Buttigieg, 1998):

- *Affective loyalty* specifies emotional attachment. The employees with a high level of affective loyalty believe that their values align with the employer's values; they identify themselves with the organisation and feel involved. The employees stay with the organisation because they want to. This positive form of loyalty is called "respectful" loyalty by the authors. The employees put more efforts and energy into their work than they should and do it mostly because the values and the mission align.
- *Economic (continuous) loyalty* describes a sense of loss when leaving the organisation. The employee feels that he has invested some valuable things in the organisation and they will be lost if he leaves it. The employee stays with the organisation because the costs of leaving the organisation would be too high. The employee knows that by staying with the organisation he will lose less than by leaving it. It means that the employee stays with the organisation because it is beneficial to him, it would be too costly to leave it. The employees do their job as dutifully as it is necessary not to cause the managers' discontent.
- *Normative loyalty* is based on a sense of duty, moral commitment. It is the result of cultural and organisational socialisation. The employees feel committed to stay with the organisation. It is doing your job because you just have to do it and you know that the others rely on you and expect some result from you.

The employees with a high level of affective loyalty are apt to work harder therefore they are more efficient and have a strong emotional intention to

stay with the organisation. On the contrary, the employee with a sense of strong economic commitment will stay with the organisation because he has calculated everything. When working relations are based on calculation but not on loyalty, there is no guarantee that at a critical moment the employee will take responsibility for actions or results of a decision made. The employees tend to opt, they care about their own interests, but not common ones. They will not do more than are paid for.

Research has shown that affective and normative commitments are very closely related to staying with the organisation (Pakalkaite, 2006; Urbonaviciute, 2007). Economic commitment is little related to loyalty, i.e. having received a financially more rewarding offer the employee will be willing to accept it. According to researchers, affective and normative commitments are related to work quality and involvement in the corporate community. Economic commitment may even have a negative effect. Therefore employers should be more considerate which form of organisational commitment to implement and promote because rush attempts to retain the employees may reduce their work quality. These forms of commitment are not inconsistent or negate each other: employees may be committed in all the three forms at the same time but with a different level and intensity. In principle, commitment conditions the employee's attitude to work: work performance, absenteeism, probability of changing the organisation.

Employee loyalty is the main factor guaranteeing long-term success and profitability for the company. There would be no business without clients and there would be no clients without employees. The company where the employees are not committed, i.e. not loyal, has no opportunities to care about its clients because time is wasted on hunting for employees, their selection and bothering about work results of the negligent employees (Urbonaviciute, 2007). Thus reinforcement of employee commitment to the organisation may help it achieve a competitive advantage whereas a lack of duty gives the green light to the competitors' advancement. The outcomes of employee commitment to the organisation are obvious but going over the top may backfire at any time. Commitment improves work quality and results, there is less likelihood that the employees will leave the company, and it guarantees less absenteeism and higher involvement in the corporate community. There is also less resistance to management decisions and discontent in the company, attitudes to work are more ethical.

Research methodology and organisation

A questionnaire survey method was selected for an empirical research into employee loyalty as it

enables researchers to interpret all responses unambiguously and consistently. Therefore a three-part questionnaire was developed.

The aim of *the first part* was to study organisational loyalty, a questionnaire adapted from J. Meyer, N. Allen and C. Smith was used (Han, 2007). Loyalty to the organisation was rated on an 18 question scale, i.e. 6 questions for each form of loyalty: affective, economic and normative. Organisational loyalty was rated on a 5 point scale: from "strongly disagree" (0) to "strongly agree" (5). The questionnaire included three possible forms of loyalty to the organisation which focus on different human-organisation relationships. These relationships condition the employee's decision to stay with the company. The main instrument to assess organisational loyalty was namely this questionnaire.

The statements of *the second part* were aimed at the identification of the main motivating factors important for the employees. The statements were formulated by using a complex employee motivation scheme, "a basket of benefits" proposed by Grazulis (2005). The scheme is based on A. Maslow's theory of hierarchy of human needs. The structure of motives was rated on a 5 point scale: from "not important" (0) to "very important" (5). This rating scale enabled the researchers to identify employee motives thoroughly enough. However, because of a narrow aspect of the discussed topic, this part of the questionnaire will not be analysed in this paper.

The third part included demographic questions: the respondents' gender, age, education, length of service in a given job, division of the company. This part of the questionnaire helped the authors assess and compare different theories about organisational loyalty and practices better.

89 employees are working for the JSC *Keliai*, 70 questionnaires were distributed (19 employees were unavailable: either working in remote objects or on a sick leave, or on holiday, or on business), 70 questionnaires were returned, 2 were incomplete and excluded from the research. The return rate showed the employees' goodwill. The research results were processed using SPSS software and analysed in terms of organisational loyalty.

Research results

Affective loyalty level and influencing factors. The aim of the empirical research was to identify employee attachment to the company, which is analysed as a form of affective loyalty in this paper. The research results showed that affective loyalty average was 2.2 points, it means that a sense of strong attachment to the company was not characteristic of the employees. On the other hand, because of the living stan-

dard and a lack of well-paid jobs, economic aspects of changing the workplace might be more important than satisfaction of psychological needs; such is the Lithuanian labour market of today.

The dependence of affective loyalty on the employee's gender was identified in the research. The research results showed that women's affective loyalty was insignificantly higher than men's: women's average was 2.3, men's – 2.2, i.e. the difference in affective loyalty by gender was only 0.1 points. It was found that women wanted to make a career within the organisation more than men and experienced problems in the company as their own stronger.

Answer dispersion by age groups enabled us to identify that the employees of over 56 years of age

were the most affectively loyal (average 2.4). The least affectively loyal were the employees of 18–25 years of age (average 2). The difference of affective loyalty by age was 0.4 points. 18–45 year old employees would be most willing to make a career within the company. The older employees, i.e. over 56 years of age, experienced problems in the organisation as their own most strongly. A sense of belonging to the organisation and emotional attachment to it was the strongest for the youngest employees (aged 18–25), the weakest – for 46–55 years of age. A sense of affinity, “being a member of the family“, was the strongest for 26–35 year old employees, the weakest – for 46–55 year old employees. The statement “This organisation means a lot to me” was very similarly rated by the employees of all age groups.

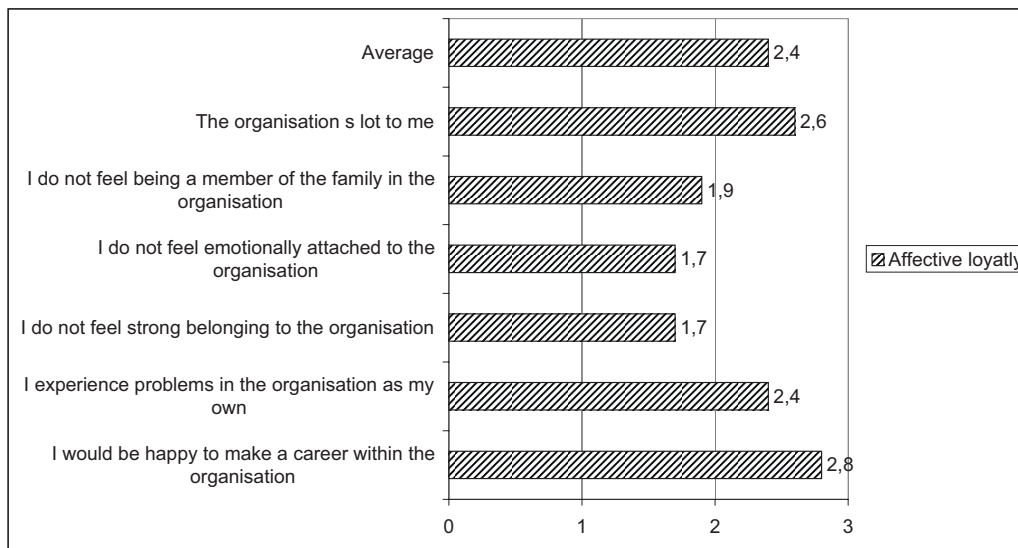


Figure 1. Employee affective loyalty average in the JSC *Keliiai*

The research results showed the dependence of affective loyalty on employee education: the most affectively loyal were the employees with college education (average 2.4), the least – with university education (average 2.1). Thus, the difference of affective loyalty by education was 0.3 points. The most willing to make a career within the organisation would be those with uncompleted higher education, the least – with secondary education. Those with higher non-university education experienced problems in the organisation as their own most strongly. The strongest sense of attachment to the organisation, affective attachment, and affinity with the organisation, “being a member of the family”, was of those with higher university and higher non-university education and the weakest – of those with secondary and vocational education. The statement “This organisation means a lot to me” was most supported by those with university and higher non-university education.

The research showed that most affectively loyal were the employees whose length of service in the company was over 15 years (average 2.5) and least affectively loyal were those with up to 1 year of service in the organisation (average 2). Consequently, the difference of affective loyalty by length of service in the organisation was 0.5 points. The majority of the surveyed thought about career opportunities within the company, but these were mostly those with 10–14 years and up to 1 year of service. The employees whose length of service in the company was the longest (over 10 years) had the strongest sense of accepting problems in the organisation as their own. The strongest sense of attachment to the organisation, affective attachment and a sense of affinity with the organisation, “being a member of the family“, was of those working for the company from 10 to 14 years, the weakest – of those working for the company for over 15 years. The statement “This organisation me-

ans a lot to me” was mostly supported by those with 10–14 years of service in the company.

The most willing to make a career within the company and with the strongest sense of accepting problems in the company as their own were the administrative staff and the machine operators, the least – the drivers. The strongest attachment to the organisation, emotional attachment and a sense of affinity with the organisation, “being a member of the family”, was found in the administrative staff, the weakest – in the workers. The statement “This organisation means a lot to me” was mostly supported by the administrative staff, the least – by the machine operators.

Summing up the research results in terms of affective loyalty it may be stated that affective loyalty mostly depended on length of service in the company and age, and least on gender and division. Various research findings show that an employee’s stronger affective loyalty to the company determines 57% of efforts to do tasks and even willingness to do more than

it is formally required striving for better work results. These efforts determine work efficiency by 20% (Pakalkaite, 2006). Committed involvement in work, commitment to the organisation or its leader are very important success factors and that is not news. Unfortunately, the effect of the leader’s consideration on his subordinates is not always realised.

Economic loyalty level and influencing factors. The research into economic loyalty was aimed at the identification of human understanding of losses due to leaving the company or staying with it because “I will not be paid better anywhere” or simply “there is nowhere to go”.

The empirical research showed that economic loyalty average was 2.2 points. It showed that the employee-organisation relationship in the JSC *Keliai* was not based on financial (thus personal) interests, the employees agreed that staying with the organisation was both necessary and desirable and it might be difficult to leave the organisation at present.

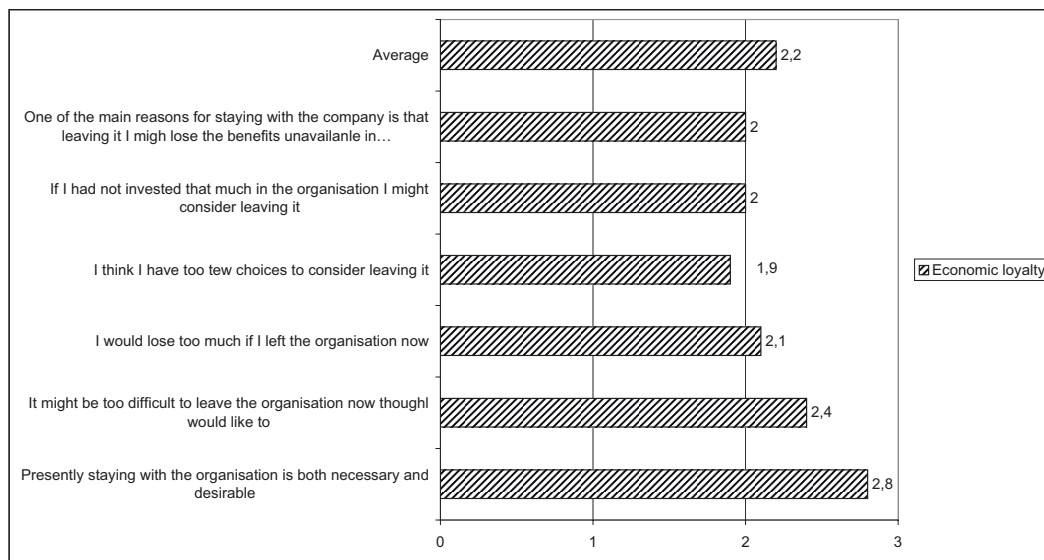


Figure 2. Employee economic loyalty average in the JSC *Keliai*

The research into the dependence of economic loyalty on the employees’ gender revealed that women’s economic loyalty was a little higher than men’s: women’s average was 2.3, men’s average was 2.1, i.e. the difference of economic loyalty by gender was 0.2 points.

The youngest employees at the JSC *Keliai* would lose too much if they had to leave the organisation, 26-35 year old and 46-55 year old employees would lose the least. It was found during the research that the most economically loyal were 18-25 year old employees (average 2.3) and the least were 26-35 year old employees (average 2). The older age employees thought they had too few choices to con-

sider leaving the organisation. In the opinion of 18-25 year old and 36–45 year old employees, one of the main reasons for staying with the organisation was that they might lose the benefits in the organisation that are unavailable for them in another organisation, this idea was least supported by the employees of over 56 years of age.

The dependence of economic loyalty on the employees’ education showed that the most loyal were those with college and vocational education (average 2.5), the least – with university education (average 1.9). Consequently, the difference of economic loyalty by education was 0.6 points. The surveyed similarly agreed that staying with the company was both ne-

cessary and desirable. Leaving the organisation would be the most difficult for those with uncompleted higher education, the easiest – for those with higher university education. The statement “I would lose too much if I left the organisation now” was mostly supported by the employees with vocational and college education, the least – by those with secondary education. The surveyed with secondary education were those who most thought they had too few choices to consider leaving the organisation and the least thought so those with higher education. The employees with vocational education thought they had invested too much in the organisation to consider leaving it.

The relation of employee economic loyalty to length of service in the company showed that economic loyalty was most characteristic of the surveyed with 10-14 years of service in the company (average 2.5), least – with 2–9 years of service in the company (average 2.1). The employees with over 10 years of service in the company were those who most thought

they had invested too much in the organisation to consider leaving it as they might lose the benefits unavailable for them in another organisation, least – with up to 1 year and from 6 to 9 years of service.

The statement “Presently staying with the organisation is both necessary and desirable” was most supported by the drivers and the skilled workers and least – by the machine operators. Presently leaving the organisation would be difficult for the drivers and the skilled workers. Presently the skilled workers would lose most if they had to leave the organisation, and the ITD specialists would lose the least. The drivers and the workers mostly agreed that they had too few choices to consider leaving the organisation, the ITD specialists thought the opposite. The skilled workers agreed that they had invested too much in the organisation to consider leaving the organisation and they might lose the benefits unavailable for them in another organisation, the ITD specialists and the administrative staff thought the opposite.

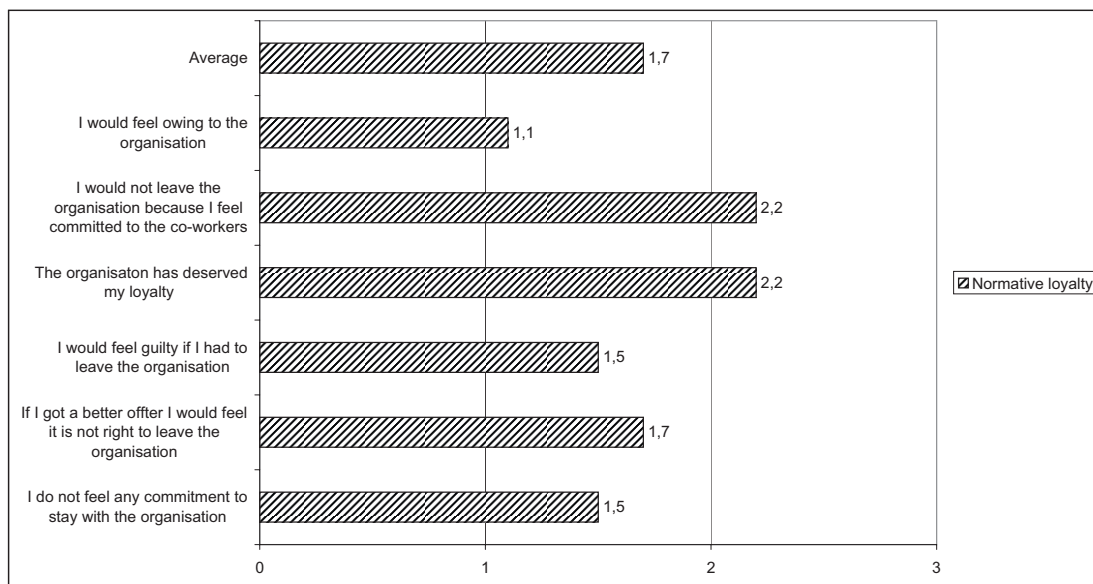


Figure 3. Employee normative loyalty average in the JSC Keliiai

The research showed that economic loyalty depended most on the employees’ education and least on the division and gender.

Normative loyalty level and influencing factors. The empirical research into normative loyalty showed that the employees in the JSC Keliiai did not feel owing to the company and did not know whether the company has deserved their loyalty or they had a sense of commitment to the co-workers. The research results showed that normative loyalty average was 1.7 points (see Fig. 3). Thus the employees did not have moral commitment, based on a sense of duty, to the organisation.

The research showed the dependence of normative loyalty on the employees’ gender. The survey results showed that women’s normative loyalty was insignificantly higher than men’s: women’s average was 1.8, men’s – 1.7, i.e. the difference of normative loyalty by gender was 0.1 points. Most women agreed with almost all statements about normative loyalty.

The dependence of normative loyalty on age group in the JSC Keliiai showed that normative loyalty was mostly characteristic of 18–25 year old employees (average 2), least – of 46–55 year old employees (average 1.5). The difference of normative loyalty

alty by age groups was 0.5 points. 18–25 and 36–45 year old employees mostly agreed that they did not feel any commitment to stay with the company; the respondents of the other age groups were also of the same opinion. If 18–25 year old employees had to leave the company they would feel to be guilty the most. 18–25 and over 56 year old employees would feel owing to the company the most.

Normative loyalty was most characteristic of the employees with university education (average 8), least – with vocational education (average 1.6). The difference of normative loyalty by education was 0.2 points. The employees with college and university education were most committed to stay with the company, least were those with college and vocational education. The statement “The organisation has deserved my loyalty” was most supported by the employees with college and university education, least – with vocational education.

The statement “The organisation has deserved my loyalty” was most supported by the employees with up to 1 year and over 16 years of service in the company, least by those with 6–9 years of service in the company. The research results showed that normative loyalty was most characteristic of the employees with up to 1 year of service in the company (average 2.1), least of those with 6–9 years of service in the company (average 1.5). The difference of normative loyalty by length of service in the company was 0.6 points. The employees with up to 1 year and 10–14 years of service in the company were most committed to stay with the company, least were those with 2–5 years of service. The employees with 10–14 years of service in the company were most committed to the co-workers.

Normative loyalty was most characteristic of the administrative staff (average 1.8) and least of the machine operators and the drivers (average 1.5). Thus the dependence of loyalty on the division was 0.3 points. The administrative staff were most committed to stay with the company, least were the machine operators. The statement “The organisation has deserved my loyalty” was mostly supported by the IT division specialists and the administrative staff, least by the machine operators. The drivers were most committed to the co-workers, least were the machine operators.

Summarising the survey results in terms of normative loyalty it should be noted that normative loyalty was mostly affected by length of service in the company and age, least by gender and education.

Conclusions

Based on the results of the research into employee loyalty in the JSC *Keliai* the following conclusions can be drawn:

- Research data analysis showed that affective loyalty average was 2.4 points; thus a presumption can be made that the majority of the company employees do not clearly understand the vision of the organisation and do not see clear prospects for the company. As the vision, mission and image of the company are important measures in developing employees’ affective loyalty, thus the company striving to reinforce it should seek that every employee knew he/she matters to the company, knew its aims and priorities and that the successful development of the company depends on his/her contribution.
- Employee economic loyalty at the company was low (2.2 points) and the main motivating factor was direct material reward, i.e. pay. The research showed that higher pay may condition higher loyalty but it will not have any effect on the identification and better understanding of personal and organisational goals. It is necessary to evaluate whether the material reward is fair (not too low for personal contribution) and meets daily needs. Therefore, considering long-term retention of an employee it is recommended to introduce indirect material motivation schemes, e.g. housing financing programs, supplementary social guarantees such as life, health insurance or alternative pension accumulation. All that have a beneficial effect not only on the employee but also on the company: because of favourable taxation their costs are lower than raising a salary. In this way the company shows that it cares about its employees and improves its image.
- The dependence of normative loyalty on socio-demographic factors showed that women’s normative loyalty was insignificantly higher than men’s. The strongest sense of commitment based on moral commitment was characteristic of administrative staff of 18–25 year old, with university education and up to 1 year of service in the company, the weakest – of machine operators and drivers of 46–55 year old, with vocational training and from 6 to 9 years of service in the company.
- As economic loyalty is based on personal interests, i.e. is little related to organisational goals, while affective and normative loyalty are related to work quality and involvement in the corporate community, therefore it is relevant to reinforce affective and normative loyalty by drawing on the most innovative forms of human resources motivation.

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Darbuotojų lojalumo raiškos formos

Santrauka

Šiame straipsnyje analizuojamas darbuotojų lojalumo vaidmuo žmoniškųjų išteklių valdyme, kur darbuotojų lojalumas suvokiamas kaip atsidavimas organizacijai, savo tikslų sutapatinimas su organizacijos tikslais ir pasiaukojimas vardan jų, ištikimybė kritiniu organizacijai laikotarpiu, darbas ne tik dėl atlyginimo, teigiama atmosfera darbe. Šiuolaikinėje dinamiškoje aplinkoje darbuotojų lojalumo svarba didėja, nes organizacijoms itin svarbu turėti lojalus, atsidavusius organizacijai darbuotojus. Todėl būtina žinoti darbuotojų išpareigojimų organizacijai veiksnius ir suprasti bei tobulinti jų derinimo mechanizmą. Nors sąvoka *darbuotojų lojalumas* vis dažniau vartojama kalbant apie verslą ir žmoniškųjų išteklių valdymą, mokslo literatūroje Lietuvos mokslininkų tai nepakankamai tyrinėta tema. Straipsnyje siekiama atsakyti į šiuos probleminius klausimus: koks darbuotojų lojalumas Lietuvoje ir kokie išoriniai veiksniai turi įtakos lojalumo stiprinimui?

Empirinio tyrimo *objektu* pasirinkti UAB „Keliai“ darbuotojai. Taikant anketinės apklausos metodą, užsibrėžtas *tikslas* – išsiaiškinti bendrovės personalo išpareigojimo lygį organizacijai ir nustatyti, kaip motyvavimo priemonės gali sustiprinti darbuotojų lojalumą. Tyrime dalyvavo 70 bendrovės darbuotojų, priklausančių įvairioms personalo kategorijoms.

Tyrimo rezultatai leido identifikuoti emocinio, ekonominio ir normatyvinio darbuotojų lojalumo raiškų stiprumus ir jų sklaidą socialiniais ir demografiniais aspektais. Nustatyta, kad darbuotojai polinkiu itin prisirišti prie organizacijos nepasižymi (emocinio lojalumo vidurkis – 2,4 balai). Daugelis darbuotojų nepakankamai aiškiai suvokia organizacijos viziją ir nemato aiškios organizacijos perspektyvos, o tai rodo ryškų organizacijos vertybių trūkumą, kuris gali neigiamai veikti ir tarpasmeninius santykius organiza-

cijoje. Ekonominio lojalumo vidurkis (2,2 balai) rodo, kad UAB „Keliai“ darbuotojų ryšys su organizacija nėra pagrįstas finansiniais, karjeros ar profesionalumo kėlimo (taigi asmeniniais) interesais. Ekonominio lojalumo priklausomybė nuo darbuotojų sociodemografinių charakteristikų parodė, kad moterų ekonominis lojalumas šiek tiek didesnis nei vyrų. Stipriausias asmeniniais interesais pagrįstas ryšys su organizacija nustatytas su 18–25 m., turinčiais aukštesnįjį ir profesinį išsilavinimą, iki 1 m. darbo stažą bendrovėje kvalifikuotais darbininkais ir vairuotojais, silpniausias – su 26–35 m., turinčiais aukštąjį universitetinį išsilavinimą ir nuo 2 iki 9 m. bendrovėje išdirbusiais inžineriniais-techniniais darbuotojais. Normatyvinio lojalumo vidurkis – 1,8 balo, todėl galima teigti, kad darbuotojai neturi stiprių pareigos jausmu pagrįsto moralinio išpareigojimo bendrovei. Žemas darbuotojų išpareigojimo organizacijai lygis pirmiausia liudija apie vadovavimo kompetencijos stoką.

Rezultatų analizė leidžia daryti išvadą, kad pagrindinės svarbiausios tiriamos bendrovės darbuotojus motyvuojančios priemonės yra pagrindinis ir papildomas darbo užmokestis, vienkartinės išmokos iš organizacijos pelno, nemokamo ar iš dalies mokamo medicininio aptarnavimo organizavimas, draudimo programos, papildomos išmokos. Todėl aktualus motyvavimo sistemos transformavimas, prioritetą skiriant minėtoms motyvavimo priemonėms, kurios pozityviai veiktų darbuotojų lojalumą. Personalo žemo lojalumo problema yra kompleksinė, taigi požiūris į ją turi būti sisteminis. Sisteminis požiūris pasižymi tuo, kad reikia reaguoti ne į simptomus, bet spręsti problemą pasitelkiant visus moksliskai pagrįstus būdus.

Prasminiai žodžiai: darbuotojų lojalumas, emocinis lojalumas, ekonominis lojalumas, normatyvinis lojalumas, darbuotojų motyvacija.