THE STUDY OF THE RELATIONSHIP BETWEEN THE FORMATION OF ORGANIZATIONAL LOYALTY AND THE DEGREE OF SATISFACTION WITH WORK, LOCUS OF CONTROL AMONG EMPLOYEES IN THE ORGANIZATION

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ABSTRACT

The article presents an analysis of such concepts in foreign and domestic psychological and pedagogical studies as organizational loyalty (commitment); satisfaction with the work of employees of organizations; external and internal locus of control. The authors show in an empirical study the relationship between organizational loyalty and such individual characteristics of an employee as subjective satisfaction with work and locus of control. The reliability of the results was proved using mathematical methods of processing the obtained data: high internality in the field of achievements has a positive effect not only on the affective loyalty of employees but also on the current and normative organization commitment.

Keywords: Performance factors. Organizational loyalty. Employee responsibility. Rank correlation coefficient.

O ESTUDO DA RELAÇÃO ENTRE A FORMAÇÃO DA LEALDADE ORGANIZACIONAL E O GRAU DE SATISFAÇÃO COM O TRABALHO, LÓCUS DE CONTROLE ENTRE OS COLABORADORES DA ORGANIZAÇÃO

EL ESTUDIO DE LA RELACIÓN ENTRE LA FORMACIÓN DE LA LEALTAD ORGANIZACIONAL Y EL GRADO DE SATISFACCIÓN CON EL TRABAJO, LOCUS DE CONTROL ENTRE LOS EMPLEADOS DE LA ORGANIZACIÓN

RESUMO

O artigo apresenta uma análise desses conceitos em estudos psicológicos e pedagógicos estrangeiros e domésticos como lealdade organizacional (compromisso); satisfação com o trabalho dos colaboradores das organizações; lócus externo e interno de controle. Os autores mostram em um estudo empírico a relação entre lealdade organizacional e características individuais de um colaborador como satisfação subjetiva com o trabalho e lócus de controle. A confiabilidade dos resultados foi comprovada utilizando-se métodos matemáticos de processamento dos dados obtidos: a alta internalidade no campo das conquistas tem um efeito positivo não só na lealdade afetiva dos colaboradores, mas também no compromisso atual e normativo da organização.

Palavras-chave: Fatores de desempenho. Lealdade organizacional. Responsabilidade dos funcionários. Coeficiente de correlação de classificação.

RESUMEN

El artículo presenta un análisis de tales conceptos en estudios psicológicos y pedagógicos extranjeros e nacionales como lealtad organizacional (compromiso); satisfacción con el trabajo de los empleados de las organizaciones; locus de control externo e interno. Los autores muestran en un estudio empírico la relación entre la lealtad organizacional y características individuales de un empleado como la satisfacción subjetiva con el trabajo y el locus de control. La fiabilidad de los resultados se demostró utilizando métodos matemáticos de tratamiento de los datos obtenidos: la alta internalidad en el campo de los logros tiene un efecto positivo no sólo en la lealtad afectiva de los empleados, sino también en el compromiso actual y normativo de la organización.

Palabras-clave: Factores de rendimiento. Lealtad organizacional. Responsabilidad de los empleados. Coeficiente de correlación de rangos.

INTRODUCTION

The effectiveness of employees in the organization is influenced by many different factors. These factors include the degree of adaptation and organizational loyalty of employees. High organizational loyalty, or in the other words, the commitment of an employee to the organization contributes to the fact that the work for a person ceases to be reduced only to the formal performance of his/her professional duties, and gradually acquires a deeper personal meaning. High organizational loyalty largely determines the behavior of employees in the event of uncertainty, crisis in the organization. The objectives of the study were:

1. Analysis of the scientific literature devoted to the problems of organizational loyalty, satisfaction with the work of employees in their professional activities and their locus of control.
2. Identification of the features of organizational loyalty and the degree of satisfaction with the work of employees in the organization.
3. The study of the locus of control in the professional activity of employees in the organization.
4. Determining the dependence of the organizational loyalty of employees in the organization on the formation of their locus of control.

LITERATURE REVIEW

The attitude of an employee to the organization in which he/she works in Russian psychology is denoted by various terms. For example, such scientists as K. V. Harsky, L. G. Pochebut, V. I. Dominiak, and the other ones used the term "loyalty" to refer to this phenomenon in their papers. In addition to this concept, some authors use such concepts as "commitment" (M. I. Magura, M. B. Kurbatova, E.L. Dotsenko, D. S. Vitman, E. V. Sidorenko), as well as the loyalty of an employee of an organization (L. Jewell) (AGATOVA, 2007; MAGURA, 2001). Many scientists, including K. Harsky and V. Dominiak tend to consider these terms synonymous. In this article, we will proceed from this principle (DOMINIAK, 2006).

Western scientists also paid attention to this phenomenon. D. Chatman and O'Reilly proposed to understand by commitment the certain sense of psychological attachment to an organization, reflecting the degree of acceptance of the characteristics and prospects of this organization. J. Meyer and N. Allen under organizational commitment meant a psychological state that connects the individual and the organization. Thus, organizational loyalty can be defined as the characteristic of employees that reflects their commitment to the organization, which consists of approving its mission, goals, and ways to achieve them, as well as of being open to the organization of their work motives.

V. Herzberg believes that high loyalty of employees of the organization is possible when they feel satisfied with working conditions, wages, management style, as well as with the relationship of employees with their colleagues and with the executives, in addition to the opportunity of a career growth and self-realization, and the merits of employees to the company (SOLOVEYCHIK, 2010).

According to S. Golubkov, the problem of personnel loyalty can be studied from the point of view of two approaches: external (behavioral) and internal: to define organizational loyalty as the absence of undesirable actions on the part of an employee in relation to the company, or a special state of the employee (TALTYNOV, 2016).

B. Wright and J. Rohrbaugh developed a four-layer model of employee loyalty to the organization in which they identified four factors that affect this phenomenon (REBZUEV, 2006). Interesting is the concept proposed by Paula C. Morrow and her colleagues. They suggested considering loyalty to work in the context of constructs such as engagement in work, approval and acceptance of the ethics of the organization, loyalty to the career and organization.

According to J. Mayer, the formation of loyalty is influenced by demographic, individual and organizational factors. Many researchers studying the phenomenon of organizational loyalty focus on the fact that a high level of commitment of the company's employees has a beneficial influence on the effectiveness of its performance, working on the loyalty of the organization's staff will have to spend fewer resources on the selection, training, and adaptation of new employees (VELICHKO, 2015; KARYAKIN, 2020).

An important aspect in the research of an employee loyalty is the study of his/her satisfaction with work in the organization. This is particularly relevant in the context of the development of management theory in modern

conditions and the formation of greater responsibility of collective employees in the results of their work (NIKULIN, 2020; MAKSIMOV, 2020; KARYAKIN, 2020).

In modern science, there are several approaches to understanding the phenomenon of job satisfaction. The first of them assumes that a person perceives work as a means of satisfying certain needs. In this regard, job satisfaction is understood as a positive assessment by an employee of the level of satisfaction of the needs that he/she tried to meet with the help of professional activities. This approach was followed by such researchers as V. A. Yadov, I. M. Popova, A. A. Kissel and others (ODEGOV, 2019). In another approach, the focus is on such concepts as social status and social exchange. N. F. Naumova, as a supporter of this approach treats job satisfaction as satisfaction with social status, which a person gains through employment (ILYASOV, 2011).

To a large extent, job satisfaction is also influenced by the corporate culture that is being formed in the team, which has the cultural values of this region as its basis (RAKAUSKIENĖ, 2019).

A. V. Vecherin believes that job satisfaction can be described as an emotionally colored estimated attitude of a person to the professional activity, which is formed as the result of performance appraisal by an employee and his/her position in the organization (VECHERIN, 2011).

In the model of J. Hackman and R. Oldham organizational loyalty depends on the employee's attitude to professional duties, on autonomy, and the availability of feedback on the results of work. These characteristics contribute to the formation of awareness and responsibility for the result of work. Among the factors that influence job satisfaction, O'Reilly and Roberts give great importance to the relationship between the company management and subordinates. Some authors emphasize that the informal delegation of instructions by the company management to subordinates has a positive effect on their job satisfaction (JEWELL, 2011).

K. Harsky considered job satisfaction to be the first or initial level of employee loyalty. While at the second level is the involvement in work, and at the highest one - the commitment of the employee to the organization (HARSKY, 2003).

We see that job satisfaction is an integral characteristic, and this concept is important for understanding organizational loyalty since job satisfaction is the foundation on which employee loyalty is built. More and more opportunities arise with the introduction of artificial intelligence (VELIKOROSSOV, 2020).

The theory of the locus of control is directly related to the localization of responsibility. Responsibility in psychology is understood as various forms of control over a person's activities in terms of his/her compliance with generally accepted rules and norms. The term "locus of control" is usually understood as a strategy, guided by which a person attributes causality and responsibility for the results of his/her own activities and the activities of other people (OBMANOVA, 2007).

The study of this concept began even before the creation of the term itself. Its origins lie in the works of T. B. Veblen, M. Weber, R. Merton, E. *Dürkheim* and other scientists who discussed the role of fate in human life (PANFEROV, 1982).

The American scientist J. Rotter introduced the term "locus of control" into psychology. He assumed the existence of an internal and external locus of control (POCHEBUT, 2010). Within the framework of Russian psychology, the locus of control was considered as the level of subjective control. E. Bazhin, A. Etkind, E. Golynkina, K. Muzdybaev, A. Rean, and others carried out the study of this concept in our country.

Rean A.A. considers it necessary to distinguish also the third type of locus of control - uncertain. For people with an uncertain level of subjective control, ambinals take an intermediate position between internals and externals (REAN, 2018). Rean A.A. relates the level of an individual's internality to his/her social maturity. His surveys confirm the connection of a low level of subjective control with antisocial human behavior.

V. Znakov in his works also concluded that externals are characterized by a tendency to deception and delinquent behavior, which is explained by a low degree of responsibility. K. Muzdybaev studied the relationship between the locus of personality control and sense of life. The results of his research suggest that people with a high degree of internality are more likely to find a sense of life, which helps them in setting life goals and achieving them. Summarizing a number of studies, it is possible to make a generalized description of the personal characteristics associated with the internal and external locus of control.

V. Kharsky points out the connection between the locus of control and organizational loyalty. Based on the locus of employee control, he identified four types of employee commitment to the organization. According to this researcher, the locus of employee control determines the component underlying organizational loyalty. The

analysis of theoretical studies allowed us to suggest that the organizational loyalty of employees can be influenced by both their personal characteristics, such as the level of subjective control, and factors of attitude to work, which can include job satisfaction (VELIKOROSSOV, 2020).

METHOD

The experimental base of the research was the jewelry company "Pandora". For the study, we selected a group of respondents aged between 24 and 43 years old. The selection consisted of 63 people. Among them, 51 respondents hold the position of "A Retail Manager", 12 respondents - the position of "A Store Administrator". All respondents are female. The research methods were:

1. Theoretical analysis of the literature devoted to the problems of organizational loyalty, job satisfaction, and locus of control in professional activity;
2. Empirical research methods (psychodiagnostic methods);
3. To assess the relationship between the studied phenomena, we used
4. Ch. Spearman's rank correlation coefficient criterion.

Research method

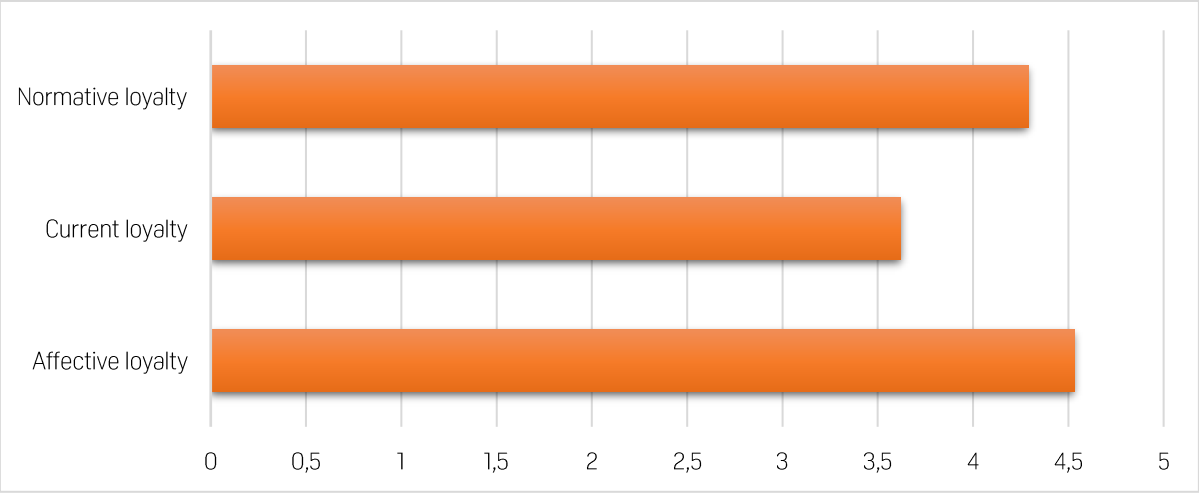
To identify the features of organizational loyalty of employees, we used the questionnaire of John Meyer and Natalie Allen "The scale of organizational loyalty". With the help of this questionnaire, the severity of affective, normative, and current commitment can be determined.

- The study of employee satisfaction with work was carried out by using the method "Integral satisfaction with work", the authors of which are Fetiskin N. P., Kozlov V. V., Manuylov G. M.
- To determine the locus of control of students, we chose the method "Diagnostics of the level of subjective control" by J. Rotter in the adaptation of E. F. Bazhin, S. A. Golynkina, A. M. Etkind.
- To assess the relationship between the studied phenomena, we used Ch. Spearman's rank correlation coefficient criterion.

RESULTS

Using the questionnaire of John Meyer and Natalie Allen "The Scale of organizational loyalty", we determined that the respondents are more characterized by an affective commitment to the organization. The indicator on this scale (4.53) exceeds the standard value (4.1). The level of normative loyalty is within the average values. The least developed among the respondents was the current commitment. While the index on this scale (3.62) was lower than the standard (3.9). The results of the survey are presented below:

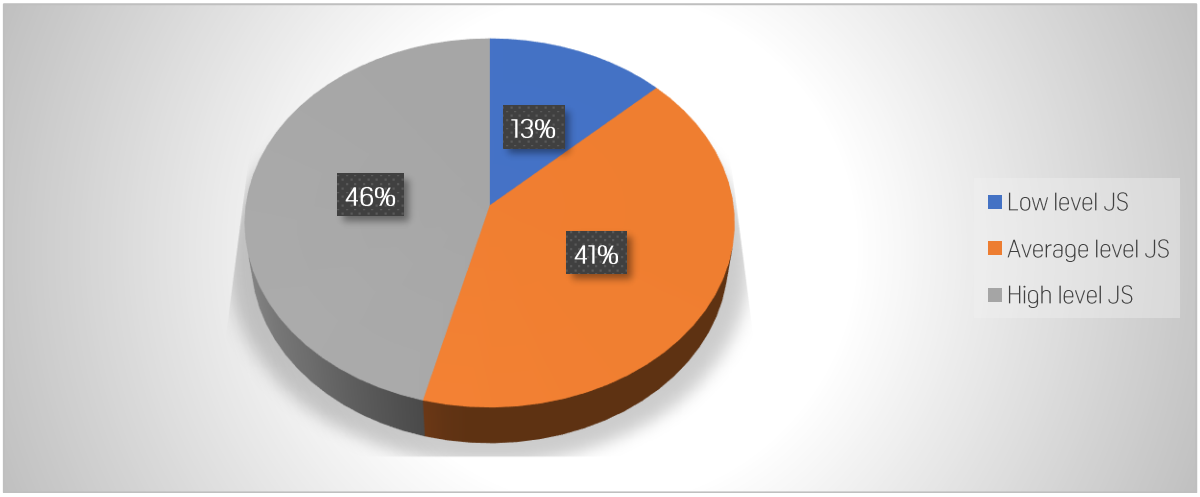
Fig. 1. The severity of the three types of attachment in the test subjects. (compiled by the authors)



Source: Search data.

The method "Integral job satisfaction" revealed that 29 (46%) employees have a high level of job satisfaction, 26 (41%) - average, and 8 (13%) - low. The results are presented in the form of a diagram.

Fig. 2. The level of employee satisfaction with work. (compiled by the authors)



Source: Search data.

When considering job satisfaction as an integral concept, it was found that the greatest extent of the respondents expressed such components of job satisfaction as satisfaction with achievements in work, satisfaction with relationships with employees, the level of claims, as well as a preference for the work performed over high earnings. For more clarity, the results are shown in Figure 3.

Fig. 3. The severity of the test subjects' composite components of integral job satisfaction. (compiled by the authors)

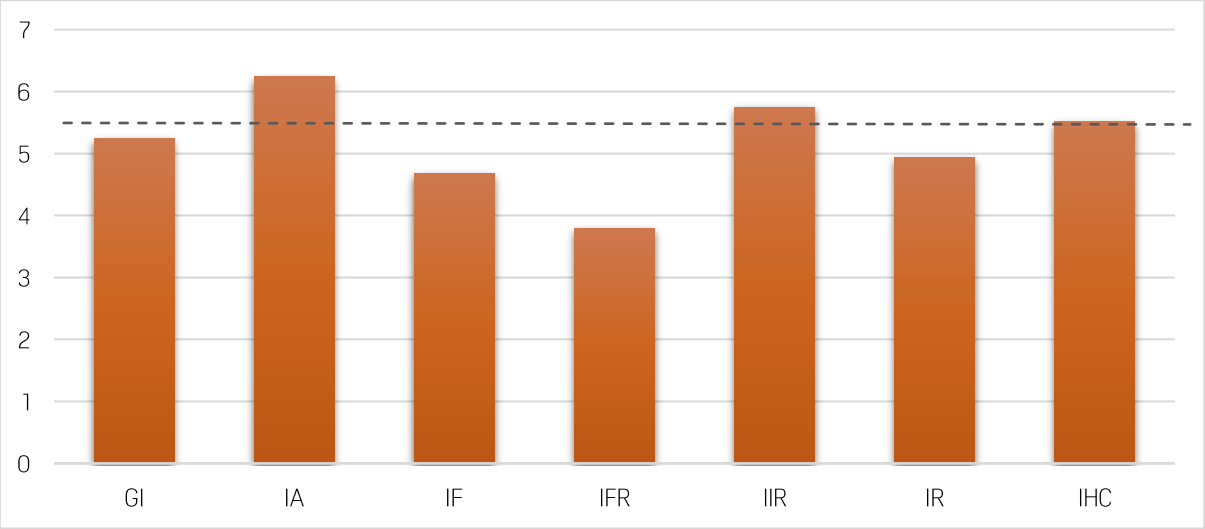


Source: Search data.

Next, we will present the results obtained during the method "Diagnostics of the level of subjective control" by J. Rotter in the adaptation of E. F. Bazhin, S. A. Golynkina, A. M. Etkind. It was revealed that a high level of subjective control is typical for 29 respondents, which is 46% of the total number of test subjects. 34 employees have a low level of subjective control, which corresponds to 54% of the selection. The average value of the overall internality is slightly lower than 5.5 stens, which means that the majority of respondents are characterized by an external locus of control.

However, the average indicators of internality in the field of achievements, industrial and interpersonal relations were higher than the intended line, which indicates a high level of subjective control in these areas. The average values obtained for each of the scales of the methodology are presented below.

Fig. 4. Indicators of the values of the level of subjective control in various spheres. (compiled by the authors)



Source: Search data.

The results of the study showed that most of the respondents are characterized by affective commitment to the organization. In this regard, we can say that this organization is quite significant for employees. The low level of current commitment indicates that the respondents are not inclined to approach the work with cold math and pragmatism. According to the results of the study of employee job satisfaction, it was found that most of the test subjects are characterized by a high degree of manifestation of this characteristic. The results obtained may indicate that the majority of employees positively assess their professional activities in this organization, as well as their position in it. Most of the respondents have a high value of internality in the field of achievements. This indicates that they tend to believe that they have achieved success in something thanks to their own efforts and abilities.

The respondents also showed a high level of subjective control in the field of industrial relations. Such indicators demonstrate that most employees believe that they are responsible for their professional growth and for their relationships with colleagues. Thus, they believe that their career growth depends more on their own efforts, rather than on external circumstances. Such indicators can be associated with the fact that the test subjects occupy managerial positions. The respondents internality is least pronounced in the area of family relations. Perhaps these results are due to the fact that the test subjects are focused on professional development, and not on family relationships.

Statistical procedures

Processing statistical data, especially in such a delicate area as psychodiagnosis, requires an accurate choice of the analysis tools. At the same time, given the nature of the experiment, the authors wanted to avoid excessive bulky of the mathematical apparatus (CHERNOYAROV, 2019; CHERNOYAROV, 2017). The correlation analysis of the obtained data was carried out in the MS Excel program using the CORREL function. Using the Spearman's rank correlation coefficient test, we found a significant relationship between overall job satisfaction and affective commitment to the organization (k=0,55). There was also a moderate relationship between this characteristic and the normative loyalty of the organization (k=0,4). The data obtained indicate that employees who are satisfied with their professional activities in this organization are most attached to it. At the final stage of the study, we used Spearman's rank correlation coefficient test to evaluate the correlation between organizational loyalty and the locus of control of employees.

Table 1. Correlation coefficients between organizational loyalty and job satisfaction (made up by the authors)

	GI	IA	IF	IR	IFR	IIR	IHC
Affective loyalty	0,252	**0,421**	0,052	0,16	0,233	**0,318**	0,012
Current loyalty	0,209	**0,345**	0,014	0,079	0,2	0,282	-0,162
Normative loyalty	0,149	**0,421**	-0,065	0,074	0,223	0,266	-0,183

Notes: GI – general internality; IA-internality in the field of achievements; IF-internality in the field of failures; IIR-internality in the field of interpersonal relations; IFR-internality in the field of family relations; IIR-internality in the field of industrial relations; IHD-internality in the field of health care.

Source: Search data.

We have found the presence of a moderate relationship between internality in the field of achievements (IA) and all the types of loyalty. At the same time, the highest correlation coefficient was found in the study of the relationship of IA with affective and normative loyalty. A moderate direct relationship is also observed in the combination of affective loyalty and internality in the field of industrial relations. Thus, we can conclude that an employee who is able to take a responsibility for his/her professional development and reasonably assess his/her impact on the effectiveness of staff performance is characterized by a greater commitment to the organization and emotional attachment to it than someone who sees external circumstances as the reasons for their professional success and failure.

DISCUSSION AND CONCLUSION

1. We found that employees have the most developed affective loyalty. For employees, this organization is quite significant. The company's current commitment is the least pronounced.
2. Based on the results of the study, we can say that most of the employees are satisfied with their professional activities in this organization. To the greatest extent, they express such components of JS as satisfaction with achievements in work, satisfaction with relationships with employees, the level of claims, as well as a preference for the work performed over high earnings.
3. The study showed that for the majority of the test subjects (56%), the external locus of control is characteristic, but the internality in the field of achievements and in the field of industrial relations was high, in these areas, the internal locus of control is characteristic for employees.
4. We also found a significant relationship between overall job satisfaction and affective commitment to the organization, and a moderate relationship between this characteristic and normative loyalty to the organization. The presence of a moderate association between internality in the field of achievement and all types of loyalty was found. A moderate direct relationship is also observed in the combination of affective loyalty and internality in the field of industrial relations.

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