

***The Interrelationships of Organizational loyalty,
Organizational Justice, and Group Cohesiveness of Public
Sector Employees' in Kuwait***

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Abstract

The main objective of this survey research is to examine the interrelationships of procedural justice, organizational justice cohesiveness, personal characteristics and organizational loyalty. The study reports responses of (470) government employees from four government organizations from various sectors in the State of Kuwait. Data were collected through a structured questionnaire containing standard scales of organizational loyalty, distributive justice , procedural justice and group cohesiveness. Four hypotheses were tested and validated by the data. Results show that procedural justice have a low positive significant relationship with organizational loyalty ($r = .097$) at a (0.05) significance level, in comparison with distributive justice which has a moderate significant positive relationship ($r = .225$) at a (0.01) level with organizational loyalty, and group cohesiveness which have a moderate significant positive association ($r = .203$) at a (0.01) significance level with organizational loyalty. But with regard to the relationship of personal characteristics and organizational loyalty, the data provided only partial support. The study results show that agency and age affect organizational loyalty in a positive way, as regression coefficients were (.181), (.174) at (.001) and (.020) significance levels respectively, while job and experience affect organizational loyalty in a negative way (-.136), (.220) at (.004) significance levels respectively. But data shows no effect of rank, education, gender, and nationality on organizational loyalty. The limitations of common method bias and cross sectional data are discussed in light of implications for future research.

Keyword(s): organizational loyalty; organizational loyalty; procedural justice; distributive justice, group cohesiveness; Kuwait.

العلاقة بين الولاء التنظيمي والعدالة التنظيمية وعلاقات العمل

دراسة ميدانية لموظفي القطاع الحكومي في دولة الكويت

ملخص

تهدف هذه الدراسة الاستطلاعية التي أجريت على عينة شملت (470) من موظفي أربع جهات حكومية مختلفة من وزارات، وهيئات، ومؤسسات عامة، وشركات عامة في دولة الكويت. إلى التعرف على نمط العلاقة بين الولاء المؤسسي كمتغير تابع وثلاثة متغيرات مستقلة شملت كل من العدالة التنظيمية بشقيها (عدالة الإجراءات المتبعة في اتخاذ القرارات، وعدالة توزيع المنافع والعلاوات)، وعلاقات التعاون والانسجام بين الموظفين وبينهم وبين رؤسائهم، والمتغيرات الشخصية الخاصة بالموظفين ممثلة بجهة العمل، والفئة الوظيفية، والعمر، والمؤهلات العلمي، وسنوات الخبرة، والجنس، والجنسية. حيث تم تصميم استمارة بحثية استنادا إلى أهم الأدبيات الإدارية في هذا المجال تمت مراجعتها وتكييفها لتكون مفهومة من قبل أفراد العينة تم تجربتها على عدد محدود من أفراد العينة للتأكد من اتساقها وثباتها. حيث تم فحص أربع فرضيات وتبين وجود علاقات ذات دلالة إحصائية مهمة عند مستويات معنوية مقبولة بين الولاء التنظيمي وكل من عدالة الإجراءات، وعدالة التوزيع، وعلاقات العمل، وعلاقة ايجابية ذات دلالة إحصائية معنوية بين الولاء التنظيمي وكل من جهة العمل والسن، وعلاقة سلبية ذات دلالة إحصائية معنوية بين الولاء التنظيمي وكل من الوظيفة وسنوات الخبرة، بينما بينت الدراسة عدم وجود علاقة إحصائية معنوية بين الولاء التنظيمي وكل من الفئة الوظيفية، والمؤهل العلمي، والجنس، والجنسية. وقد تم في ضوء تلك النتائج تقديم عدد من الاستنتاجات والتوصيات.

INTRODUCTION:

It is often argued that it is extremely important for organizations to provide a healthy work environment, in order to attract and retain qualified, highly committed, and loyal workforce, because committed and loyal employees reinforce employees' motivation to act in the best interest of organizations they work for. From this perspective, research on this topic has attracted much attention of researchers and practitioners. An important component of work environment is maintaining organizational justice, and group cooperation and cohesiveness which can create positive perceptions and attitudes about the organization. Therefore, if loyal and committed employees are to be retained, these concerns should be explicit in the formal reward allocation process. Henceforth, it would be interesting to investigate whether government employees in the State of Kuwait perceive that their organizations actually reward loyalty, and to examine the relationship between organizational loyalty and perceived procedural justice, distributive justice, and group cohesiveness. Researching this topic in Kuwait is of prime importance, where public sector employees enjoy high salaries and benefits, in contrast with employees in most countries. This makes other non monetary incentives more important vehicles which public organizations should work focus on in order to enhance employees' organizational loyalty and thereby their performance. To the best of researchers' knowledge, no research yet has investigated this issue in the Kuwaiti public service.

Significant Variables:

Corporate Culture: the expression of collective employees' attitudes and shared values which enables them to believe in the organization's values and goals, and to want to keep working for that organization. (*Kono & Clegg, 1998*).

Organizational loyalty: the employee's adoption of the values, attitudes and beliefs of the organization, and his willingness to exert additional effort to achieve the goals of the organization. (*Kuruville and Iverson, 1993*).

Distributive justice: the fairness of the treatment of employees (**Kumar et al., 1993**). The concern is with the employee's perception of the equitable distribution of rewards, given the employee's education, responsibilities, effort and experience (**Price and Mueller, 1986**). Distributive justice deals with the outcomes of decisions, relates to criteria have been used by organizations when making decisions, involves setting down rules that everyone should follow in decision making, and following certain rules of allocation which can lead to fair distribution of benefits. (**Greenberg 1990**).

Procedural justice: the fairness of procedures used to decide outcome distributions and how they are enacted. It is concerned with making and implementing decisions according to fair processes.

Group cohesiveness: high quality of interaction among work members which is characterized with cooperative relationship that goes beyond the formal organizational requirements contract. (**Bhal, 2006:106-117**).

Personal Variables: Agency, job, rank, age, educational qualifications, Experience, gender, and nationality.

Literature Review:

This study focuses on organizational loyalty which is an aspect of organizational culture. Organizations interested in keeping a loyal and committed workforce should communicate and practice positive policies in this regard to employees, in order to enhance levels of their loyalty and commitment. This can lead to organizational citizenship behavior (**Coyle-Shapiro, et. Al, 2003; Williams & Zainuba, 2002; Zellers et.al, 2003**), a concept which refers to those organizationally beneficial acts that are rooted neither in the formal roles nor in any contract of compensation. It refers to discretionary and voluntary behavior (**Organ, 1988**). Understanding the determining conditions, situations and motives that lead to such behaviors, is likely to yield an insight into when and how these acts occur. Rewarding loyalty has a strong symbolic message as it indicates that an organization is concerned with the well-being of employees who are loyal and committed. (**Rousseau & Hui, 2002**).

Organizational loyalty refers to the employee's adoption of the values, attitudes and beliefs of the organization and his willingness to exert additional effort to achieve the goals of the organization. (**Kuruville and Iverson, 1993**). From a functional perspective, Human

Resource Management (HRM) practices are the main tools for maintaining and increasing work motivation and loyalty (**Erez & Earley 1993**). Organizations have great discretion about the specific aspects they can consider and reward when making positive decisions about pay raises or promotions, or negative decisions such as demotions or dismissal (**Gilliland, 1994**). As Meyer points out, HRM policies and practices are likely to have an impact on organizational loyalty (**Meyer, 1997**). Dimensions of organizational loyalty consist among many dimensions of an employee's belief in the organization, willingness to work hard for it, and the desire to continue to work for it (**Mowday, Steers & Porter, 1982**). Generally, higher or lower levels of loyalty have been shown to be a major driver of employees staying with or leaving an organization (**Shaw et al., 1998**). As levels of organizational loyalty vary across groups, organizations and countries, which in turn can influence the organizational outcomes, this study examines the interrelationships between organizational loyalty as a dependent variable, and procedural justice, distributive justice, group cohesiveness, and personal characteristics as independent variables. The purpose is to show whether government organizations in the State of Kuwait have paid enough attention to these concerns, to the extent that can enable organizations to meet challenges and make the changes necessary to maintain employees' attachment to their organizations. Japan model of management, which is increasingly recognized worldwide, is a live example where efficiency and effectiveness are outcomes of more organizational loyalty.

Organizational loyalty has been investigated in many empirical studies and is currently facing huge challenges from the unprecedented impact of external factors. Such importance stems from its impact as a key mediating variable in determining organizational outcomes (**Lind, 2001; Morgan and Hunt, 1994**). Various research endeavors have dealt with organizational loyalty as a system level outcome. The assumption is that if individuals perceive a decision as being fair, they are more likely to reciprocate with higher commitment, greater job satisfaction, and engage in extra-role behavior. Research on perceived organizational support demonstrates that an organization's commitment to employees is important for maintaining higher levels of commitment. On the other hand, increases in material and symbolic

rewards that show a positive evaluation of the employee attributable to deliberate and voluntary decisions by the organization, are likely to increase perceived support. Supporting individuals who are loyal and committed can strengthen the bond between the organization and employees and indicates that an organization is concerned with the well-being of employees who are loyal and committed. Thus, the better cultural values fit employees' beliefs and values, the greater the achievement (*Boxx & Odom, 1991; Eisenberger, Huntington, Hutchison & Sowa 1986; Eisenberger, Fasolo & Davis-LaMastro 1990; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades 2001*).

A path analysis study by McFarlin and Sweeney indicated that the two-factor model provided the most parsimonious explanation for the effects of justice on work outcomes. (*McFarlin and Sweeney, 1993*). Moreover, a meta-analysis of 183 empirical studies found further support for this model (*Colquitt et al. 2001*). Another study by Fischer relates procedural justice to the level of organizational loyalty, and distributive justice to job satisfaction levels. (*Fischer, 2006*). With regard to justice research on HRM practices, it has primarily focused on allocation criteria such as equity or fairness. The important question is whether employees perceive such decisions as fair and whether organizations show concern for them as individuals (*Tyler & Lind 1992; Colquitt, Conlon, Wesson, Porter & Ng 2001; Deutsch 1975; Fischer & Smith 2003*). Equity is supposed to be the most relevant criterion for organizations (*Adams 1965; Fischer & Smith 2004*). Various studies have shown that reward allocation procedures and HRM practices are evaluated in terms of justice (*Tyler & Blader 2003; Gilliland 1993; Jones, Scarpello & Bergmann 1999; Ryan & Ployhart 2000*). Research indicates that people are likely to retain positive attitudes towards their organization when the procedures determining the decision were fair, even when the decision itself resulted in an unfavorable outcome (*Lind, 2001; McFarlin & Sweeney 1992; Schaubroeck, May & Brown 1994; Sweeney & McFarlin 1993*). Previous arguments in the literature indicate that organizations might consider loyalty and the implication is that rewarding loyalty would strengthen commitment.

Two dimensions of organizational justice which reinforce employees' organizational loyalty are their perceptions of justice are distinguished in this regard. The first dimension is distributive justice

which relates to outcome satisfaction and the fairness of its distributions, and the evaluation of some final decision concerning somebody personally. (Brockner 2002; McFarlin & Sweeney 1992; Sweeney & McFarlin 1993; Meyer 1997). It deals with the outcomes of decisions and relates to criteria have been used by organizations when making decisions, and involves setting down rules that everyone should follow in acquiring and transferring goods, and following certain rules of allocation which can lead to fair distribution of benefits. (Greenberg 1990). It is a measure of the fairness of the treatment of employees (Kumar et al., 1993). It is concerned with the employee's perception of the equitable distribution of rewards, given the employee's education, responsibilities, effort and experience (Price and Mueller, 1986). Some research showed that managerial support and distributive justice are positively linked to high organizational loyalty and reported a relationship between distributive justice and acceptance of organizational change. (Mathieu and Zajac, 1990; Price and Mueller, 1986 ; while Cordery et al. 1993). The second dimension is procedural justice, which focuses on the fairness of procedures used to decide outcome distributions and how they are enacted. It is concerned with making and implementing decisions according to fair processes. This is important as group members often compare the ratio of their contributions and inducements with other members of the group through a process of social comparison. Hence justice becomes a significant aspect of a differentiated work group and needs to be explored. Employees feel affirmed if the procedures that are adopted treat them with respect and dignity, making it easier to accept even outcomes they do not like (Deutsch, 2000). Some of the factors that enhance procedural justice are consistency, impartiality, transparency and fair representation. Consistency means treating similar cases alike (Buttram, et. al. 1995). Impartiality means that procedures must be impartial and neutral to reach fair and accurate conclusions. Representation guarantees that those who are directly affected by the decisions, have a voice in the decision making process, which affirms the status of group members and inspires trust in the system. Transparency means that processes that are implemented should be transparent and should be reached through open procedures, without secrecy or deception. The importance of procedural justice stems from

its influence in inspiring feelings of employees' loyalty, legitimizing the authority of leaders, and helping in ensuring voluntary compliance with the rules (Tyler, et.al. 1995).

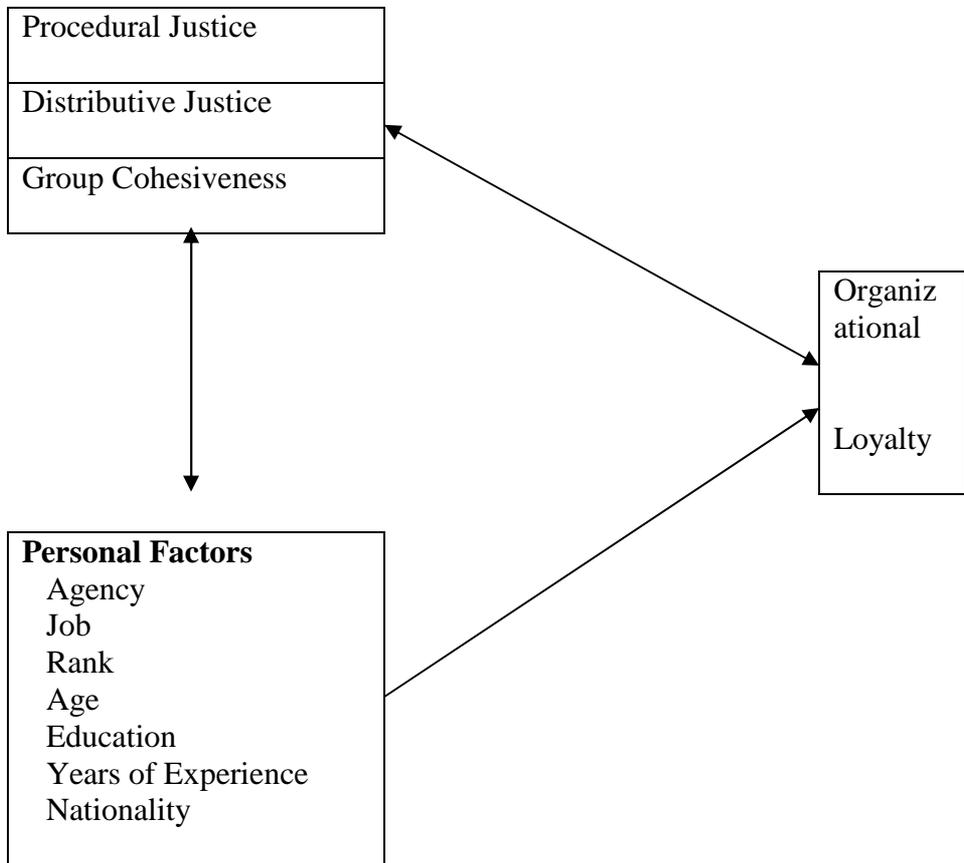
The concept of group cooperation and cohesiveness refers to friendly and supportive relationships between employees, and between employees and their bosses (Van Vugt & Hart, 2004). In general, enhancing work related interaction through guiding, coaching, or delegation can result in more organizational loyalty. The quality of interaction has been shown to predict subordinate outcomes like use of upward influence tactics (Krishnan, 2004) and absenteeism (Van Dierendonck et al., 2002) amongst other affective outcomes like satisfaction and loyalty. Some researchers discussed the role of equity perceptions and exchanges and show that one way in which subordinates can reciprocate these relationships is by either enlarging or limiting their roles so that they either follow only the contract or extend their behaviors beyond normal role requirements (i.e. engage in citizenship behaviors). (Dansereau et al., 1994). Other research has showed that loyalty is strongly correlated with good personal relations with colleagues (Nijhof et al., 1998). In particular, the culture of peers' work relations has a significant influence on loyalty. (Fischer, R 2004; Xin & MacMillan, 1999; Rosenholtz, 1989). Beside that, researchers who investigated loyalty in a non-western context, pointed out that culture moderates the relationship between leadership behavior and job satisfaction, and loyalty (Fischer, 2004;Yousef, 2000).

Regarding the effect of personal variables on organizational loyalty, research findings indicated loyalty as the level of personal affinity and involvement with an organization, because employees are less likely to leave their organizations as the age and tenure of employees increase (Hunt, Chonko & Wood, 1985; Mowday et al., 1979). Other researchers (Mathieu & Zajac, 1990) pointed out that those employees with higher levels of education show less loyalty to their organization. In addition, job, position, marital status, and length of service, also clearly influence employee commitment (Tsui & Cheng, 1999). The degree of employee loyalty has been connected with the extent to which certain employee needs have been satisfied by the organization.

The present study tries to close a gap in this research area in the context of the State of Kuwait, by examining the level of organizational

loyalty of public sector employees and the interrelationships between organizational loyalty, procedural justice, distributive justice, and group cohesiveness. Employees in four government organizations were asked how they see management practices concerning these issues, aiming to reach conclusions and recommend some measures in this regard. The argument is: procedural justice, distributive justice, group cohesiveness, personal characteristics, and organizational loyalty are interrelated.

Figure 1
Model of Organizational Loyalty and Related Variables



Research Problems:

The investigative questions for this study focused on:

The level of organizational loyalty by public sector employees.

The interrelationships between procedural justice, distributive justice, and group cohesiveness and organizational loyalty.

The relationships between personal variables and organizational loyalty

Study Hypotheses:

The study examines the following three hypotheses:

Hypothesis 1: Procedural justice influence organizational loyalty.

Hypothesis 2: Distributive justice influence organizational loyalty.

Hypothesis 3: Group cohesiveness influence organizational loyalty.

Hypothesis 4: Personal characteristics influence organizational loyalty.

Research setting and sample:

Data for this study was collected from a convenience sample consisted of 470 employees, from four public sector organizations, operating in different sectors in the State of Kuwait. The government which served as the site for the research employs approximately (8026) staff. The sample was intended to include all employees from all jobs and positions. None of the employees were excluded from the sample. Table (1) displays the descriptive statistics for all variables in the pooled sample.

Table 1
Demographic composition of the samples
Profile of the Sample (N=470)

Variable.	Frequency	Percentage
Ministry		
H. Education.	109	23.2
Invest. Corp.	19	4.0
S. Ins. Corp.	61	13.0
K. O. C.	281	59.8
Job		
Adm've	234	49.8
Technical	150	31.9
Advisory	18	3.8
Other	68	14.5

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Rank		
Top	14	3.0
Middle	64	13.6
Supervisory	134	28.5
Other		
Age		
< 30	203	43.2
30- < 40	181	38.5
40- < 50	66	14.0
50 >	20	4.3
Qualifications		
Ph. D	6	1.3
MA	16	3.4
B.Sc.	243	51.7
Diploma	153	32.6
Secondary <	52	11.1
Years of Exp.		
1 < 5 years	165	35.1
5 < 10	111	23.6
10<14	68	14.5
15 >	126	26.8
Gender.		
Males	256	54.5
Females	214	45.5
Nationality		
Kuwaiti	444	94.5
Non Kuwaiti.	26	5.5

The study instrument:

This study employs multiple approaches including both description and analysis of field survey data. Though various instruments are available for measuring organizational loyalty, the instrument which was used in this study was originally developed by Mowday, Porter, and Steers, which is the most widely used measure of loyalty. This instrument appears to be respectable in terms of reliability

and discriminant validity. It identifies the presence of multiple factors which include various components of organizational loyalty, such as identification and involvement. The presence of multi-dimensional factors would facilitate future analyses to further illuminate the connection between these factors. It has been widely used in the United States and the United Kingdom and is useful to make international comparisons. (*Mowday et al, 1979*). The questionnaire was designed, tested and refereed by colleagues from the college of administrative sciences at Kuwait University, and tried out by a small sample of respondents before the final draft was prepared. The questionnaire was adapted and written in Arabic in order to be understood by respondents. It is composed of five main parts, one of which includes general information about respondents, while the other four parts include respectively organizational loyalty questions, procedural justice questions, distributive justice questions, and group cohesiveness questions. Organizational loyalty (the dependent variable), was measured by fifteen items, six items measured distributive justice, three items measured procedural justice, and seven items measured group cohesiveness. Closed questions and Likert-style five-point scales have been utilized in the questionnaire. Answers were given on five-point scales with verbal labels 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree' and 'strongly disagree'. The reliability of the scales was assessed through Cronbach's coefficient alpha (*Cortina, 1993*). The overall internal consistency was satisfactory (alpha = .808). For organizational loyalty Alpha was (.78), for procedural justice(.89), for distributive justice(.78), and (.86) for group cohesiveness. The data was coded so answers with greater numbers indicate greater agreement. The SPSS computer program was utilized for data processing and analysis. This included statistical indicators such as frequencies, means, correlations and regression analysis to examine interrelationships between organizational loyalty, procedural justice, distributive justice, group cohesiveness, and personal characteristics and whether such correlations are substantial and significant.

Data collection:

As mentioned above, the survey was administered to a random sample of (559) employees. The sample was intended to include all employees from all jobs and positions. None of the employees were excluded from the sample. Following the deletion of questionnaires that had missing data, total of (513) questionnaires were retained. The response rate was (84) per cent which represent well the population of the study.

Measurement:

The principal purpose of this research is to examine levels and interrelationships of employees' organizational loyalty, procedural justice, distributive justice, and group cohesiveness, and the influence of personal characteristics on organizational loyalty. A five-point Likert-type scale format was used to measure employees' answers on a five-point scale with verbal labels 'strongly agree' (5), 'agree' (4), 'neither agree nor disagree'(3), 'disagree'(2) and 'strongly disagree'(1)' to each item. Established measurements of the variables were constructed. Taking in consideration that the mean is (3), responses were classified as follows:

- 1 > than 3 is considered low.
- 3 > 4 is considered high.
- 4 -5 is considered very high.

The study analysis indicates, as shown in Table (2), that the mean of organizational loyalty level is (3.4109), which is relatively high. Moreover, the analysis shows that the most important dimension of organizational loyalty, is the extent to which employees are ready to exert their optimum efforts in order to achieve organizational goals, which is a very high degree (4.5468). Similar degrees of other four dimensions of organizational loyalty with means above (4) are: employees' feeling that it is their duty to exert their greatest efforts for the success of organizational goals (4.3213); readiness to perform any work needed by the organization (4.0489); sharing with others the idea of the importance of being a member working in the organization

(4.0064); and being concerned about the future of the organization (4.0021). Other dimensions of organizational loyalty with means from 3 to 4, in a descending order are: employees' sense of pride to be associated with the organization (3.9702); pleasure of taking the decision to work for the organization (3.7723); sharing values with the organization (3.6426); feeling that their work provides them with the best available job opportunities (3.6149); and unwillingness to leave the organization to work for another organization (3.0383). Other dimensions which contribute to employees' organizational loyalty with means less than (3) are in a descending order: the difficulty of understanding organizational policies regarding important issues for employees (2.9404); the extent of benefiting from continue working for the organization (2.5809); willingness to continue working for the organization even if job description changes (2.4298); satisfaction with the initial decision to join the organization (2.1596); and the strength of organizational loyalty towards the organization (2.0894).

Table 2
Means and Standard Deviations of Organizational Loyalty dimensions

Organizational Loyalty Dimensions		Mean	Std. Deviation
Loyalty 1	Ready to exert maximum effort at work.	4.5468	.68873
Loyalty 8	Feel that it is a duty to exert maximum effort.	4.3213	.76781
Loyalty 4	Ready to perform any needed work by the organization.	4.0489	.95738
Loyalty 2	Talk positively with friends about the organization.	4.0064	.91770
Loyalty13	Interested in destiny of the organization.	4.0021	.94067
Loyalty 6	Feel proud being employed in the organization	3.9702	1.06863
Loyalty 10	Feel happy that choose to work in the organization.	3.7723	1.14292
Loyalty 5	Have similar values to those of the organization.	3.6426	1.04682
Loyalty 14	Have a better work opportunity in the organization than other possible work opportunities.	3.6149	1.18024
Loyalty 7	Do not mind performing other jobs within the organization	3.0383	1.30712

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Loyalty 12	understanding organizational policies.	2.9404	1.22373
Loyalty 11	Benefit much from staying working for the organization.	2.5809	1.09313
Loyalty 9	will not leave the organization because of changes in work requirements.	2.4298	1.12652
Loyalty 15	Took the right decision by choosing to work for the organization.	2.1596	1.19971
Loyalty 3	Feel loyal towards the organization..	2.0894	1.09296

With regard to the independent variables and organizational loyalty, the study shows as indicated in Table (3), different means of procedural justice, distributive justice, and group cohesiveness have. The means in a descending order are (4.0921) for group cohesiveness; (3.4109) for organizational loyalty; (3.097) for procedural justice; and (2.6121) for distributive justice.

Table 3
Means and Standard Deviations of All Variables

Variables	Mean	Std. Deviation	Alpha
Organizational Loyalty	3.4109	.37212	.78
Procedural justice	3.0972	.93303	.89
Distributive Justice	2.6121	1.03851	.78
Group Cohesiveness	4.0921	.67760	.86

With regard to the interrelationship between various dimensions of group cohesiveness, They are as shown it Table (4), in an descending order, (4.4255) for the level of cooperation; (4.2766) for exchange of ideas; (4.1532) for mutual support; (4.1298) for trust; (4.0277) for integration; and (3.5319) for the level of negative conflict among group members.

Table 4
Means and Standard Deviations of Group Cohesiveness Factors

Group Cohesiveness Factors	Mean	Std. Deviation
G. Relations 7 cooperation helps better performance.	4.4255	.81156
G. Relations 3 Exchanging Ideas & suggestions with colleagues.	4.2766	.76161
G. Relations 4 Mutual support with colleagues.	4.1532	.87243
G. Relations 2 Trust colleagues.	4.1298	.89667
G. Relations 1 colleagues help in performing tasks.	4.1000	.89811
G. Relations 6 Group members integrate each other work.	4.0277	.97149
G. Relations 5 Low level of negative conflict.	3.5319	1.14700

Regarding procedural justice, the study shows as Table (5) indicates, that the importance of procedural justice dimensions, in a descending order are: the scientific methodology which managers follow in gathering information before making decisions (3.3021); employees' freedom to express different opinions from their bosses' opinions regarding decisions made (3.2936); managers' interest in explaining the rationale for decisions they make (3.1447); managers' listening to subordinates' opinion before making decisions (2.9957); objectivity and fairness of decisions made (2.9915); equitable and unbiased application of decisions by managers (2.8553).

Table 5
Means and Standard Deviations of Procedural Justice

Procedural Justice Factors	Mean	Std. Deviation
P.Justice 3 Decisions are taken after gathering all necessary information.	3.3021	1.17825
P.Justice 2 Employees express their ideas freely even if they disagree with superiors.	3.2936	1.07450
P.Justice 4 Superiors explain their decisions to their employees.	3.1447	1.16466
P. Justice5 Superiors listen to their subordinates before they make decisions.	2.9957	1.20941
P. Justice 1 Superiors make decisions objectively and without bias.	2.9915	1.15713

P.Justice 6 Decisions are applied fairly on all employees.	2.8553	1.20071
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With respect to distributive justice, the study shows as indicated in Table (6), that employees are not satisfied with, as much as the case with procedural justice. The importance of distributive justice dimensions in a descending order are: allocating fringe benefits (2.8213); pay (2.5723); and rewards (2.4426).

Table 6
Means and Standard Deviations of Distributive Justice Dimensions

Distributive Justice Factors	Mean	Std. Deviation
D.Justice 2 Employees get many fringe benefits.	2.8213	1.26541
D.Justice 1 Salaries are fair in comparison with work performed.	2.5723	1.25869
D.Justice 3 Allowances are distributed equitably.	2.4426	1.20052

Testing Study Hypotheses:

Hypothesis 1: Procedural justice influences organizational loyalty.

Hypothesis 2: Distributive justice influences organizational loyalty

Hypothesis 3: Group cohesiveness and cooperative work relations
influence organizational loyalty.

Hypothesis 4: Personal characteristics influence organizational loyalty.

To test the first three hypotheses, the relationships of organizational justice dimensions (procedural justice, distributive justice), and group cohesiveness to organizational loyalty were explored through Pearson correlations. For the first hypothesis, the analysis was conducted between procedural justice and employees' organizational loyalty. The study findings show that most correlations between organizational loyalty composite and the independent factors are significant and functionally strong. As Table (7) indicates, procedural justice have a low significant positive relationship ($r = .097$) with organizational loyalty at a (0.05) significance level which supports the hypothesis. With regard to the second hypothesis, the correlation analysis indicates, that distributive justice have a moderate significant positive relationship ($r = .225$) with organizational loyalty at a (0.01)

significance level which also supports the hypothesis. With respect to the third hypothesis, the correlation analysis indicates, that group cohesiveness have a moderate significant positive association ($r=.203$) with organizational loyalty at a (0.01) significance level which supports the hypothesis. This indicates that procedural justice and distributive justice have strong positive associations with organizational loyalty ($r = .225; .203$). Likewise group cohesiveness has also a positive association but a lower level ($r =.097$). All these associations are statistically significant as shown. In short, correlations between employees' organizational loyalty and the dependent variables were significant.

Table 7
Correlations

Means		Organizational Loyalty	Procedural Justice	Distributive Justice	Group Cohesiveness
Organizational Loyalty	Pearson Correlation	1	.225(**)	.097(*)	.203(**)
	Sig. (2-tailed)		.000	.035	.000
	N	470	470	470	470
Procedural Justice	Pearson Correlation	.225(**)	1	.513(**)	.378(**)
	Sig. (2-tailed)	.000		.000	.000
	N	470	470	470	470
Distributive Justice	Pearson Correlation	.097(*)	.513(**)	1	.090
	Sig. (2-tailed)	.035	.000		.052
	N	470	470	470	470
Group Cohesiveness	Pearson Correlation	.203(**)	.378(**)	.090	1

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	n				
	Sig. (2-tailed)	.000	.000	.052	
	N	470	470	470	470

** Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

To test the fourth hypothesis organizational regression analysis was used to probe the relationship between organizational loyalty and personal characteristics, as stepwise multiple regressions determines which personal factors predict organizational loyalty. This method enables one to ascertain whether personal characteristics explain variance in organizational loyalty. The model was significant at (0.000) level ($R^2=0.052$). The beta coefficients for personal factors were as shown in Table (8) as follows: agency (.181) ($t=3.356, p<0.001$); Job (-.136) $t= -2.914, p<.004$); Rank (.014) ($t=.250, p<.803$); age (.174) ($t=2.331, p<.020$); Education (-.004) ($t=-.077, p<.939$); Experience (-.220) ($t=-2.921, p<.004$); Gender (.010) ($t=.188, p<.851$); and nationality (.003), ($t= .067, p<.947$). Thus, the fourth hypothesis found only partial support from the data, where agency and age affect organizational loyalty in a positive way, as regression coefficients were (.181), (.174) at (.001) and (.020) significance levels respectively. In contrast, the study shows that job and experience affect organizational loyalty in a negative way (-.136), (.220) at (.004) significance levels respectively. But data shows no effect of other personal factors (rank, education, gender, and nationality).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.227(a)	.052	.035	.36554

a Predictors: (Constant), Nationality, Job, Rank, Education, Agency, Age, Gender, Experience

Table 8
Results of Regression Analysis Coefficients(a)

Independent Variable	Regression Coefficient (B)	t	Sig.
Agency	.181	3.356	.001
Job	-.136	-2.914	.004
Rank	.014	.250	.803
Age	.174	2.331	.020
Education	-.004	-.077	.939
Experience	-.220	-2.921	.004
Gender	.010	.188	.851
Nationality	.003	.067	.947

a Dependent Variable: MORGLOYALTY

Discussion and conclusions:

The study was designed to determine the level of organizational loyalty; the relationship between organizational loyalty and procedural justice; the relationship between organizational loyalty and distributive justice; and the relationship between organizational loyalty and group cohesiveness. The results of the study show that organizational loyalty of public sector employees is at a high level (3.4109). It was expected by the researchers to be higher because of the generous benefits the government provides for employees. It seems that employees are psychologically associated to their organizations because the means for psychological aspects of loyalty, as Table (2) indicates, were (4) points or above, while organizational loyalty dimensions which refer to lack of career development efforts, difficulty of understanding

organizational policies regarding employees, the negative effect of reorganization have means lower than (3). This result refers to where efforts have to be exerted by organizations to improve these aspects.

With regard to independent variables, Table (3) indicates, that group cohesiveness is the highest (4.0921), while procedural justice and distributive justice respectively are in second and third orders, (3.0972), (3.0972). Regarding group cohesiveness, the lowest level of employee satisfaction (3.5319), as Table (4) indicates, relates to group conflict which needs some efforts to minimize level of conflict. Other aspects of group relations are high (4 or more), might be explained by the strong social relations in a tribal society which emphasize social relationships. As far as procedural justice is concerned, the study reveals, as Table (5) indicates, the least aspects, that employees are not satisfied with, from lower to higher satisfaction are: bias in applying decisions (2.8553); subjective way of decision making (2.9915); listening to employee by managers before decision making (2.9957); explaining decisions by superiors to employees (3.1447). This denotes to necessary efforts which have to be made by decision makers to improve these areas of complaints. This means that government organizations have to exert much efforts to look into decision making procedures, to ensure that they are more equitable. As far as distributive justice aspects is concerned, which employees show the least general satisfaction with (2.6121) are from the high to low levels: distribution of allowances (2.4426); fair pay (2.5723); and distributing fringe benefits (2.8213), as shown in Table (6)

With respect to the influence of personal factors on organizational loyalty, study results indicate that some and not all personal variables influence organizational loyalty. Specifically, the study findings shows that agency and age are correlated to organizational loyalty in a positive way, whereas job and experience correlate to organizational loyalty in a negative way, and that rank, education, gender, and nationality do not relate to organizational loyalty. One suggested explanation for the influence of age might be, that there are very few employment options available to older staff (*Mowday et. al, 1982*) and therefore they realize that leaving their organizations may cost them more than staying in (*Parasuraman &*

Nachman, 1987). The relationship of type of organization might be explained by the differences in the organizations studied in their work conditions, degree of autonomy, pay scales, and fringe benefits. This is due to the fact that public corporations enjoy better work conditions than ministries. Likewise, the study findings that job and experience correlate with organizational loyalty in a negative way might be explained by the fact that job security and more years of experience might limit employees' options to move from one government organization to another which therefore affect their sense of organizational loyalty. The study findings that rank, education, and gender do not relate to organizational loyalty might be explained by the availability of the same work conditions for all government employees which leave no difference in employees' loyalty. Likewise, the lack of influence of rank on loyalty might be explained by the traditional promotion procedures which depend only on seniority rather than on performance. The irrelevance of Gender to organizational loyalty might be explained that men and women share the importance they give to procedural justice, distributive justice, and group cohesiveness. With regard to the lack of influence of nationality on loyalty as the study shows, this might be explained by the fact that the vast majority of government employees (94.5%) as Table (1) shows are Kuwaiti citizens.

The results of this study support research results that organizational loyalty or citizenship behavior gets operational through the perceived justice of processes and interactions (*Scandura, 1999*). The theoretical reasons behind equity theory (*Adams, 1965*) and exchange theory (*Blau, 1964*) do combine to predict organizational loyalty, though earlier studies have assessed the impact of these two aspects and have found support for each occurring independently. These results have implications for organizational loyalty enhancement interventions. Focusing on enhancement of procedural and distributive dimensions, and group cohesiveness is more likely to improve organizational loyalty. In general, enhancing work related interactions through guiding, coaching or delegation (*Bauer and Green, 1996*) can result in higher-level organizational loyalty. Leadership training and development programs, focusing on these aspects of interaction, are

likely to improve leadership effectiveness and in turn organizational loyalty.

The results provide support for the interrelationships specified in the model, and indicate that procedural and procedural justice, group cohesiveness, personal characteristics and organizational loyalty are interrelated. As noted in the above discussion, there are a number of results which are context specific, but the results provide a basis for future research. The implications for these results are that public sector organizations need to enhance procedural justice, distributive justice, and group cohesiveness because they are related to organizational loyalty which is very important for organizational performance. The role of these organizations is to reinforce organizational loyalty through the alignment of incentive and reward systems and healthy work environment. Besides that, part of the “enabling process” is to encourage employee interaction beyond the traditional functional boundaries of the organization, thereby creating internal relationships that add value to their jobs.

Limitations and future research

Though the study provides useful insights into the studied relationship, the results may be viewed in the light of possible limitations. Since all the data was cross-sectional and was collected at the same point of time, the causality can only be assumed but not confirmed. Inclusion of longitudinal studies and others ratings of organizational loyalty, organizational justice dimensions, and group cohesiveness, could provide support for current findings. Moreover, all the data collected through self-reports is likely to be influenced by social desirability response bias. Although this bias cannot be ruled out, some researches have shown that social desirability may not be a source of bias in measuring organizational perceptions (**Moorman and Podsakoff, 1992; Spector, 1987**).

Recommendations:

It should be noted that organizational loyalty is of special importance in the State of Kuwait, as monetary and material benefits are available for government employees in contrast with most other countries where unsatisfactory salaries is the most important obstacle which affect organizational loyalty. In other words, organizational loyalty might be the determinant factor for organizational performance in the State of Kuwait. Therefore, in view of the study results, some measures should be taken by government organizations in order to increase the level of organizational loyalty from (3.4109) to a higher level, which can contribute to better organizational effectiveness. Such measures should focus on distributive justice dimensions as the study reveals that it is the lowest level (2.6121) in comparison with procedural justice, and group cohesiveness. Government organizations should exert great efforts on specific objective standards for distributing allowances (bonuses), and fringe benefits. Moreover, efforts should be exerted towards determining equitable pay for the work performed by employees. This can be done through reviewing job descriptions and making sure that they match well pay scales. With regard to procedural justice, government organizations should improve communication and listening skills of superiors and subordinates which can improve organizational climate and the quality of decisions. This goal can be achieved through designing training programs in these areas. Besides that, attention should be given to designing training programs in conflict management because though the study reveals satisfactory group cohesiveness, it indicates negative conflicts among group as well. Moreover, longitudinal studies and others ratings of organizational loyalty, organizational justice dimensions, and group cohesiveness, should be conducted on regular basis because they could provide support for current findings.

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