

Degree of Organizational Loyalty among Palestinian Universities Staff- Case Study on Palestine Technical University– (Kadoorei)

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Abstract: The aim of this study was to identify the degree of organizational loyalty in the Technical University of Palestine-Kadoorei from the point of view of staff members. It also aimed to identify the differences between the average views of the study sample on the degree of organizational loyalty according to some study variables such as: (Gender, qualification, place of work, years of experience, level of employment). In order to achieve this, the researchers used a questionnaire consisting of (12) paragraphs on the organizational loyalty of faculty members in the university. The Complete Census method was used in this study due to the small size of the study society. 157 questionnaires were distributed to all members of the study. The researchers recovered (105) questionnaires, with a recovery rate of 66.87%. After the process of distribution of the questionnaire was collected and encoded and entered into the computer and processed statistically using the Statistical Program of Social Sciences (SPSS). The study reached a number of results, the most important of which was that the degree of organizational loyalty among faculty members was high, with an average of 3.84. The study also showed that there were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards organizational loyalty among staff members at the University of Palestine- Kadoorei due to the variable (Gender, qualification, place of work, years of experience, level of employment). The most important recommendations were the necessity of maintaining the university at the highest levels of organizational loyalty by strengthening the system of financial and moral rewards and all forms of incentives, as this contributes to increasing the level of organizational loyalty of the staff members and work to satisfy the wishes, needs and tendencies of the staff members. The study recommended that the university should develop the spirit of teamwork, especially for newly employed employees. It is necessary to guide them to the right direction, to inform them about the nature of work, to answer their queries and to develop a spirit of loyalty, commitment, dedication and a sense of responsibility towards work and reassuring employees.

Keywords: Organizational Loyalty, Staff, Palestine Technical University-Kadoorei, Palestinian Universities, Palestine.

1. INTRODUCTION

Higher education is the main driver of the process of development and change in societies. This is not done without attention to the preparation of trained human cadres. Universities face a difficult task not only to pursue and pursue technological developments, but to initiate and develop change in accordance with modern developments. So loyalty was a priority of the university to maintain its human cadre. The formation of allegiance is a difficult process with different impact and dimensions. There have been many views on the factors that cause allegiance based on the multiplicity of studies and communities in which they are conducted (Abu Naser et al., 2016), (Abu Amuna et al., 2016), (Al Shobaki et al., 2016), (El Talla et al., 2017), (Abu Naser et al., 2017), (Abu Amuna et al., 2017), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu Naser et al., 2018), (Abu Amuna et al., 2018), (Al Shobaki et al., 2018). Therefore, universities should provide the appropriate environment capable of creating the organizational loyalty of the employees, and try to understand the reasons for this, whether it is personal to the culture of the employee and the importance of his work or organizational factors is the

content of the work and its nature and characteristics and the organizational climate because it is important in the construction and establishment of organizational loyalty, where attention to loyalty is one of the indicators of the success of universities in achieving their objectives (Al Shobaki et al., 2016), (El Talla et al., 2017), (Abu Naser et al., 2017), (Abu Amuna et al., 2017), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu Naser et al., 2018), (Al Shobaki et al., 2018).

2. PROBLEM STATEMENT

Through the exploratory study conducted by the researchers of the faculties of the Technical University of Palestine-Kadoorei, which they conducted with some staff members in the various faculties, it was found that many heads of departments are doing their best to create suitable working conditions, The staff members complain about poor conditions in the distribution of salaries, wages, bonuses and incentives, and their lack of participation in decision-making through the direct president, in addition to the fact that some employees have a lack of a way of dealing between the faculty members and the head of the department which has to be characterized by trust between the parties, in addition

to the distinction of the heads of departments, which generated a lot of conflicts and negative effects, which reflected in turn on the core of the positive relationship between affiliation and loyalty to the University, and thus appears clear differences in views between heads of departments and members of the Commission Teaching and all sees it right. In light of the above, the problem of the study is the following questions:

Q1-: What is the degree of organizational loyalty among staff members at Palestine Technical University-Kadoorei?

Q2-: Are there differences between the average views of the sample of the study on the degree of organizational loyalty due (Gender, qualification, place of work, years of experience, level of employment)?

3. RESEARCH OBJECTIVES

1. A statement of the degree of organizational loyalty among faculty members at the Technical University of Palestine-Kadoorei.
2. Disclosure of the differences between the average views of the study sample on the degree of organizational loyalty according to (Gender, qualification, place of work, years of experience, level of employment).
3. To reach the most important recommendations and suggestions to the officials, administrative leaders and heads of departments to support organizational loyalty in the faculties of the Technical University of Palestine - Kadoorei.

4. RESEARCH IMPORTANCE

1. The scientific addition that may be added by this research especially that this study deals with an important aspect of the behavior of individuals in organizations, the study of organizational loyalty.
2. This study helps to develop and increase the material available in the university library, as this study dealt with the concepts of modern and new management in the Palestinian environment.
3. Helping the university to know the degree of organizational loyalty of faculty members, in the light of which proposals can be developed that may contribute to improving this level.

5. RESEARCH LIMITS AND SCOPE

1. **Human Limit:** The study was limited to faculty members.
2. **Institutional limitation:** The study was conducted at Palestine Technical University – (Kadoorei)
3. **Time Limits:** This study was conducted during the 2018 academic year

6. THEORETICAL FRAMEWORK

Organizational Loyalty:

The researchers' interest in organizational loyalty increased from the late 1960s and early 1970s and Sheldon referred to

loyalty as a positive assessment of organization, intention, or willingness to work towards organizational goals.

It is a degree of conformity of the individual with his organization and its association with it and his desire to make the greatest bid or effort for the organization in which he works, with a strong desire to continue membership of this organization, as this concept is characterized by total and positive, the relationship in accordance with this concept must be strong Positive, dynamic and based on internal conviction of the goals or objectives of the organization, not just to assess the individual's benefits and benefits. Thus the emotional attachment of his loyalty to the organization and his desire to remain in business and continue in it

Kidron distinguishes between moral loyalty and is meant to adopt the individual values and objectives of the organization and to be part of its values and objectives, calculated loyalty means the desire of the employee to continue to work in the organization despite the existence of alternative work in another organization and better advantages (Meyer, Allen, Smith, 1993).

Organizational Loyalty Components:

However, most researchers agreed that the components of organizational loyalty went through three main components: (Khalifat and Al-Malahmah, 2009):

1. **Emotional or affective loyalty:** This dimension is affected by the degree of individual perception of the characteristics of the work of the degree of independence, importance, entity, and skills required, and the proximity of supervisors and guidance. This aspect of loyalty is also affected by the degree to which the employee feels that the organizational environment in which he works allows for effective participation in the decision-making process, whether related to the work or what is related to it.
2. **Moral loyalty** is the employee's sense of commitment to staying with the organization and often enhances the sense of good support from the organization for its staff and allows them to participate and interact positively, not only in how the actions are carried out, but also by contributing to setting goals, Of the Organization.
3. **Continuous loyalty and individual loyalty:** It relates to the individual's assessment of the costs associated with leaving the organization and the benefits of staying there.

Organizational Loyalty Characteristics (Zanini, 2013):

1. Organizational loyalty reflects the willingness of the individual to make the maximum effort possible for the benefit of the organization and its strong desire to stay in it, and then accept and believe in its goals and values.
2. Organizational loyalty refers to the individual's desire for social interaction in order to provide the organization with vitality, activity and loyalty.
3. Organizational loyalty is an intangible condition that is inferred from organizational phenomena that follow

- through the behavior and actions of individuals in the organization that reflect their loyalty.
4. Organizational loyalty is the outcome of the interaction of many humanitarian, organizational and other management phenomena within the organization.
 5. It lacks consistency, meaning that the level of organizational loyalty is subject to change depending on the degree of influence of other factors in it.
 6. Organizational loyalty takes a long time to realize, because it reflects a state of complete conviction for the individual, and the abandonment is not the result of the influence of superficial surface factors, but may be the result of strategic influences.
 7. Organizational loyalty is influenced by a combination of personal qualities, organizational factors, and external circumstances surrounding the work.

The importance of organizational loyalty (Al-Lozi, 2002):

1. It is an important component of the linkage between the organization and its personnel, especially at a time when organizations are unable to provide appropriate incentives to motivate workers to achieve their objectives.
2. It is an important factor in predicting the effectiveness of the Organization.
3. It is an important factor in predicting their survival or departure (turnover rate).
4. It is an important factor in ensuring the success and continuity of organizations and increasing their production.

In the opinion of the researchers, Organizational Loyalty pays attention to the positive relationship between the organization's effectiveness and the degree of achievement of the work and its reputation and its mental state among its competitors and the local community. It is one of the most important indicators for predicting many behavioral aspects such as the average turnover of work, which is reflected in the level of work performance and the extent of achieving its objectives.

7. LITERATURE REVIEW

- A study of (Al Saud et al., 2009) which aimed to identify the level of organizational justice in the heads of departments in the official Jordanian universities and the relationship of organizational loyalty with faculty members. The study reached a number of results, the most important of which is that the level of organizational justice among heads of academic departments was high, A statistical indication between the practice of the heads of the academic departments of organizational justice and the organizational loyalty of faculty members.
- A study of (Abu Tayeh and Al-Qattana, 2009) which aimed to study the relationship between the employees 'sense of organizational justice and organizational loyalty in the industrial city of Karak in Jordan. The

most important results were that the employees' sense of organizational justice came to a medium degree. And that the sense of organizational justice, in particular the procedural justice, contributed to increasing the organizational loyalty of the employees.

- A study (Aweida, 2008) The study found that there is a high level of organizational loyalty in the NGOs in Gaza Governorate by 81%, in addition to a positive relationship between the factors of job satisfaction represented by (improving wages, Reformulation of the promotion system applied, the establishment of a fair system for all staff to apply all types of justice, including procedural justice, interactive justice, etc., and the promotion of human relations among all staff) related to the work of the Organization and factors influencing organizational loyalty in their work and in organizations Other m.
- A study of (Noruzy, 2011) the aim of this study was to find out the relationship between three variables: organizational justice, organizational citizenship behavior, loyalty to employees, and organizational support as an intermediate variable. An inverse relationship between the fairness of transactions and some dimensions of organizational citizenship behavior, in addition to a strong and moral correlation between organizational commitment and organizational justice, as organizational commitment is a natural reaction to the employee's sense of fairness of distribution.
- A study of (Ismail and Girardi, 2009) Which aimed to demonstrate the effect of distributive justice and the structure of wages on attitudes of work behavior (Satisfaction of employment, commitment and organizational loyalty), and reached a number of results, the most important of which is that the relationship between the wage and distributive justice system is highly correlated with the organizational commitment and that there is a strong correlation between the wage structure and distributive justice with the organizational commitment, To motivate staff to assess the structure and level of remuneration allocated to different types of job categories. This helps to reduce the role conflict and burden the excess role of staff, which meets their needs and aspirations.

Results of analysis of previous studies:

The issue of Organizational Loyalty has been of great interest to researchers, especially in productive institutions. In the services sector, the studies dealt with scarcity. There is also considerable interest in the concept of organizational loyalty by institutions and universities, but it was sometimes formative as well as the focus of most studies on loyalty from the students' point of view.

The current study differed from previous studies in terms of the sectors studied, their analysis, the time period, and the nature of the sample to be addressed.

Study Approach:

The researchers followed the analytical descriptive approach to its relevance for the purposes of this study, which is the method that is concerned with the phenomenon as it is in fact, and it is describing, analyzing and linking it to other phenomena. It relied on the sources of information related to the subject of study and analysis, and then the collection of data by means of the questionnaire, which was prepared based on theoretical framework and previous studies.

Table 1: The study population of faculty members in the faculty of the Technical University of Palestine - Kadoorei

No.	College Name	Number of faculty members
1.	Faculty Of Business And Economics	28
2.	Faculty Of Engineering And Technology	34
3.	Faculty Of Sciences And Literature	54
4.	Palestine Technical College- Diploma	41
Total		157

Source: Prepared by researchers according to field study data and Palestine Technical University report - Kadoorei in Palestine.

Society and Study Sample:

The study population consists of all faculty members working in the main faculties of the Technical University of Palestine-Kadoorei (Faculty of Business and Economics, Faculty of Engineering and Technology, Faculty of Science and Arts, Palestine Technical College- Diploma). The total number of faculty members is (157) according to the Department of Human Resources Statistics in the University of Palestine-Kadoorei, taking into account that the deans and heads of departments in all faculties were excluded.

The total enumeration method was used in this study because of the small size of the study population. 157 questionnaires were distributed to all study members. The researchers retrieved 105 questionnaires with a recovery rate of 66.87%.

Development stages of the questionnaire:

In the light of the problem of the study and its hypotheses, the process of developing the questionnaire passed through several stages in order to achieve its final status, in order to achieve the objectives of the study, which is a statement of the degree of organizational loyalty from the point of view of the faculty members at the Technical University of Palestine - Kadoorei. Based on the literature and previous studies, the questionnaire was developed based on the criteria adopted by (Porter et.al.1974), which was adopted in many previous studies to explore organizational loyalty.

Choose Poll List:

The survey list was selected prior to the generalization of its use on a simple sample of the sampling parties and the use of a statistician. The following is a description of the final form of the agreed questionnaire consisting of two main parts:

- Section I: illustrates the demographic characteristics of the respondents (Gender, qualification, place of work, years of experience, level of employment).

Study Society:

The study population included all faculty members in the faculties of the Technical University of Palestine - Kadoorei (4) colleges, and were obtained through the Department of Human Resources at the University, where the size of the study community (157) employees. It is shown in the following table.

Table 2: The weighted average of the five - dimensional Likert scale

SMA	Degree of approval
From 1 to 1.79	Very Low
From 1.80 to 2.59	Low
From 2.60 to 3.39	Average
From 3.40 to 4.19	High
From 4.20 to 5	Very High

Methods of statistical analysis used for the study data:

In light of the objectives of the study, and to prove the validity of the validity or lack of validity, the researchers emptied the questionnaires in the program (SPSS) and then the use of specialists in the field of statistical analysis to help them to analyze the questionnaire correctly, and used many other statistical analytical methods required to study As follows:

1. Testing the Cronbach's coefficient alpha, in order to identify the internal consistency rate and the stability of the explanatory paragraphs for each variable.
2. Test the correlation coefficient of simple Pearson between each of the variables of the study variables.
3. Test the analysis of the variance of the monograms of the study variables to test the statistical differences.
4. Regression analysis coefficient test (simple linear regression analysis and multiple regression analysis)
5. Distribution of the sample items according to the demographic variables (Gender, qualification, place of work, years of experience, job level) in terms of number, frequency and percentage.

8. FIELD STUDY:

Introduction:

The field study details the results of the statistical analysis of the data collected for the study survey list. This section begins with an assessment of the honesty and consistency in the various parameters used for the variables of the study, then the results of the descriptive statistics of the collected data, and the hypotheses of the study.

Test and evaluate the honesty and consistency in the standards used:

To verify validity and reliability of the multi-content measurements used in the study, the internal consistency method (Cronbach's coefficients alpha) was used to determine the validity and stability of the parameters as follows:

Tool Validation:

In order to ensure the safety of the study questions, the validity of the study was verified by presenting it to a group of arbitrators with expertise and experience in the field of administrative sciences, and asked them to express their opinion on the paragraphs of the questionnaire by deleting, modifying and proposing new paragraphs and appropriate tool for the subject of the study. The tool of the study became in its final form a component of (12) paragraph.

Stability of the Tool:

The researchers used the Alpha Cronbach method using SPSS. (Hair et al., 1998) points out that the value of the alpha correlation coefficient ranges from 0 to 1 and for the measure to be stable, the minimum parameter value in this test must not be less than (70.0).

In order to extract the stability coefficient of the tool, the Cronbach alpha equation was used to determine the internal consistency of the resolution paragraphs. It reached (0.913). This value indicates that the tool has an appropriate stability and satisfies the purposes of this study. After data collection, coding and processing using appropriate statistical methods, using SPSS.

Analysis of the items of the study sample according to the demographic variables:

The researchers described and analyzed the demographic data (characteristics and personality traits) of the respondents obtained from the survey through the frequency and percentages of the demographic variables in the survey form (Gender, qualification, place of work, years of experience, level of employment) in order to know the distribution of the study data by these variables. The following are the results of the study sample according to the demographic variables.

- Distribution of Study Sample Members by Gender:

The results in the following table related to the gender variable indicate that the number of males in the study sample reached (73) while the number of females was (32).

Thus, the percentage of males out of the total sample number is 69.5%, while the percentage of females is 30.5% it is shown table (3).

Table 3: Distribution of Study Sample Individuals by Gender

Gender	Repetition	Percentage
Male	73	69.5
Female	32	30.5
Total	105	100%

The researchers attributed this to the university's interest in recruiting males for females because of the physiological nature of males and the nature of society, its customs and traditions, which favor men at the expense of females.

- Distribution of the sample of the study according to the variable of scientific qualification:

The following table shows that the number of subjects with bachelor's degree and below was (14) with (13.3%) of the total sample size. The number of those who received the master's degree was (59) with (56.2%) of the total sample size. Doctoral degree was (32) with (30.5%) of the total sample size. It is shown in table (4).

Table 4: Distribution of the sample of the study according to the variable of scientific qualification

Qualification	The Number	Percentage
BA	14	13.3
M.A.	59	56.2
Ph.D.	32	30.5
Total	105	100%

The researchers attribute this to the University's interest as a higher education institution in recruiting high quality graduates as a quality and accreditation requirement that contributes to the advancement and development of university outputs.

- Distribution of sample members by workplace:

Table (5) shows that the number of faculty members from the Faculty of Business and Economics reached (16) with (15.2%) of the total sample size. The number of faculty members from the Faculty of Engineering and Technology reached (34) with (32.4%) of the total sample size. The number of faculty members from the Faculty of Science and Arts reached (41) with (39.0%) of the total sample size, while the number of faculty members from the Technical University of Palestine reached (14) with (13.3%). It is shown in table (5).

Table 5: Distribution of the sample of the study according to the variable of the place of work

Place Of Work	The Number	Percentage
Faculty Of Business And Economics	16	15.2
Faculty Of Engineering And Technology	34	32.4
Faculty Of Sciences And	41	39.0

Literature		
Palestine Technical College-Diploma	14	13.3
Total	105	100%

- Distribution of study sample members by variable years of experience:

The data in Table (6) indicate that the number of subjects with less than (5) years' experience is (53) with (50.5%) of the total sample size. The percentage of those who have experience from (5) years to less than (10) is (33) with (31.4%) of the total sample size, while the percentage of those with experience from (10) years to less than 15 years reached (15) percentage (14.3%) of the total sample size, while the number of (15) years and over (4) with a percentage of (3.8%) of the total sample size. It is shown in table (6).

Table 6: Distribution of Sample of Study by Variable Years of Experience

Years of Experience	The Number	Percentage
5years and less	53	50.5
5years and less than 10 years	33	31.4
10 years and under 15 years	15	14.3
15 years and over	4	3.8
Total	105	100%

Table 8: Mathematical Meanings and Standard Deviations of Organizational Loyalty at Faculty Members of the Technical University of Palestine - Kadoorei Ranking in descending order by the arithmetic mean

No.	Item	SMA	Standard Deviation	Class
1.	I feel that my university is part of my life and it's hard to get away from it	4.32	0.94	Large
2.	I do my work sincerely to serve my university	4.20	0.95	Large
3.	I gladly accept any duty that I have to take in this university	3.97	0.83	Large
4.	There is a consensus between me and my university that encourages me to stick to it	3.82	0.83	Large
5.	I will not accept to work at a university other than the university I work in, even if my working conditions are better than my university working conditions	3.81	1.08	Large
6.	My newest friend is that my university is very great	3.80	0.99	Large
7.	I am late after the end of working hours if necessary to complete my work without any financial claims	3.80	1.08	Large
8.	I will stay at this university even if others have gone to work in other universities	3.73	1.03	Large
9.	I feel good if I feel that what I do is appropriate with what I get from my salary	3.72	0.95	Large
10.	In my opinion, this university is one of the best universities to work in Palestine	3.71	1.13	Large
11.	I certify efficiently my colleagues at the university	3.60	1.00	Large
12.	The values and philosophy adopted by the university are in line with my personal values	3.57	1.09	Large
Total Degree of Field Degree (Organizational Loyalty)		3.84	0.53	Large

It is clear from the data in Table (8) that the degree of organizational loyalty among faculty members has been

The researchers attributed this to the university's development of new disciplines, requiring the recruitment of new staff.

- Distribution of the sample of the study according to the variable level of employment:

The data in Table (7) indicate that the number of teaching staff members according to the level of non-stabilized faculty members reached (8) with (7.6%) of the total sample size. The number of faculty members stabilized was (97) with (92.4%) of the total sample size, and is shown in table (7).

Table 7: Distribution of the study sample according to variable level of employment:

Type	Repetition	Percentage
Member / faculty – Part Time	8	7.6
Member / faculty	97	92.4
Total	105	100%

The researchers attributed this to the university policy, which tends towards permanent employment only in some non-basic courses.

Answer The Study Questions:

Q1-: What is the degree of organizational loyalty among staff members at Palestine Technical University-Kadoorei?

In order to answer this question, the arithmetic mean and the standard deviation of each paragraph of the organizational loyalty field were extracted.

line with my personal values) and (I feel that my university is part of my life and difficult to move away from). This result indicates that the degree Organizational loyalty among faculty members was significant, in terms of the mean (3.84).

It is also clear from the data in Table (8) that there is a great degree of sense of the value of the university in the lives of the respondents, work faithfully, accept duties, the compatibility between the university and the faculty member, the love of work in the same university, The need to remain in the university, and the satisfaction of the consensus between the financial return and work, and the sense that the university is one of the best universities, and the respect of colleagues and the certificate of competence, and the compatibility between the philosophy of the faculty member and its values and those adopted by the University. The researchers attributed this result to the fact that the conditions of work at the university are constantly improving, in addition to their employees' sense of job security and the guarantee of their rights both during their period of work or after their retirement, in addition to the university's support for the development of workers, and the existence of laws governing the relationship between the employee and the university and control making it a magnet for many groups of society.

Testing the Hypotheses of the Study:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the organizational loyalty of faculty members due to the variable years of experience.

In order to examine the validity of the hypothesis related to the variable years of experience, the analysis of the monovariance was used. The results of the following tables illustrate this:

Table 9: Results of the "Single variation" test - personal data

Personal data	Test Name	Test value	Sig. Value
Qualification	Single variation	4.337	*0.107
Years of Service	Single variation	0.565	0.639
Field of Work	Single variation	4.139	*0.069

Of the results shown in the previous table (9) show that the probability value (Sig) is greater than the level of ($\alpha \leq 0.05$) in all the variables, thus it can be concluded that there are no statistically significant differences between the responses of respondents attributed to the scientific qualification and the years of service and field of work. The researchers attribute the opinions of the respondents, despite their different qualifications, years of service and field of work, to the fact that all members of the study sample work in the same

university and perform their roles in the same environment of working conditions.

9. RESULTS

- The degree of organizational loyalty among staff members was high, with an average of 3.84
- The organizational dimensions of the faculty of the Technical University of Palestine-Kadoorei were the most important aspects of organizational loyalty: "The values and philosophy adopted by the university are consistent with my personal values." (I feel that my university is part of my life and it is hard to get away from it) In terms of the mean (3.84).
- The study showed that there were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards organizational loyalty among staff members at the University of Palestine - Kadoorei attributed to the variable (scientific qualification, years of service, field of work).

10. RECOMMENDATIONS

- To provide more transparency, clarification and discussion and to develop the atmosphere of democratic treatment by the head of departments in relation to the subject of decision-making and to implement procedures related to faculty members, which leads to raise the degree of organizational loyalty and mutual trust between the parties.
- The need for the head of the departments to provide more procedures to ensure the fairness of staff members regarding the additional efforts of these, which leads to the increase of the justice of the administration of the university from the point of view of staff members without bias or favoritism in order to reflect on the performance of employees and raise the degree of organizational loyalty to them.
- The University must maintain the highest levels of organizational loyalty by strengthening the system of financial and moral rewards and all forms of incentives, as this contributes to increasing the level of organizational loyalty of staff members and work to satisfy the wishes, needs and tendencies of the staff members.
- The university should promote the spirit of teamwork, especially for the newly employed. It requires directing them to the right direction, informing them of the nature of the work, answering their questions, developing a sense of loyalty, commitment, dedication and responsibility towards work, and reassuring the employees.

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