

1. Актуальные проблемы экономики и управления

УДК 331.104

Исследование лояльности персонала в сфере металлургической промышленности

**Вайсилова Милена Радмиловна¹, Юнышева Алена Вадимовна²,
Пономарева Елена Владиславовна³**

^{1,2,3} Уральский федеральный университет имени первого Президента России

Б. Н. Ельцина, Екатеринбург, Россия

¹milena.vaysilova@mail.ru

²a_yunaya@rambler.ru

³ev.ponomareva@urfu.ru

Аннотация. В статье рассматривается актуальный для общества вопрос лояльности работников. Управление лояльностью персонала – это ключевой процесс в формировании кадрового потенциала сотрудников за счет создания условий, способствующих возникновению взаимосвязи между работником и организацией. Данная статья раскрывает результаты проведенного авторами исследования уровня лояльности работников металлургического завода.

Ключевые слова: лояльность, аффективная лояльность, продолженная лояльность, нормативная лояльность, уровни лояльности, персонал.

Research of Personnel Loyalty in Metallurgical Industry

Milena R. Vaisilova¹, Alena V. Yunysheva², Elena V. Ponomareva³

^{1,2,3} Ural Federal University named after the First President of Russia B. N. Yeltsin,

Ekaterinburg, Russia

¹milena.vaysilova@mail.ru

Abstract. The article deals with the problem of employee loyalty. Personnel loyalty management is a key process in the formation of the personnel potential of employees by creating conditions suitable for relations between the employee and the organization. This article reveals the results of the study conducted by the authors of the loyalty level of employees of the metallurgical plant.

Keywords: loyalty, affective loyalty, continuous loyalty, normative loyalty, loyalty levels, staff.

Nowadays every company is fighting not only for consumers, but also for qualified high-calibre peersonnel. Competition in the labour market has led employers to realize that the success of a company depends on the development of the employees' potential.

It can be noticed that the level of employees' loyalty towards their employers is decreasing. Many employees are focused on material success and professional growth but not on loyalty to the organization in which they work.

Scientists explain this term in different ways, so J. Meyer and N. Allen suggest that loyalty is a socio–psychological attitude expressed in an employee's emotional connection to the organization, his desire to work and work for the prosperity of the company [3].

In addition, the consideration of loyalty by scientists occurs at the standpoint of a behavioral and installation approach.

According to the founder of the behavioral approach is G. Becker [1], the staff's loyalty is formed as a result of certain activity; while doing it, the employee cannot change his position in the future. This approach is based on the compliance of three conditions between people's behavior and their activity:

They are perceived as the result of employee's free choice:

- Publicity of behavior and activity;

- Refusal to perform it entails difficulties and losses.

Representatives of the installation approach, L. Jewell, R. Kanter and others [4], suggest that loyalty is a combination of existing work experience, characteristics of a person's personality and how an employee perceives the company. The configuration of these indicators causes the employee to have positive feelings about the organization, which can later transform into loyalty. Thus, installation loyalty is a positive emotional concern of an employee to the organization.

Employee's loyalty to the company they work for is formed for various reasons: the number of years spent with the company, certain motives related to the activity, the working environment, relations with colleagues, moral responsibility and others.

In scientific resources, you can find a variety of methods for researching employee loyalty to an organization. The most used are the works of L. Porter and his colleagues, J. Meyer and N. Allen, L. G. Pochebut and O. E. Koroleva [5].

The scale of "Organizational loyalty" by J. Meyer and N. Allen [2] was developed according to the model introduced by the authors. The scientists believe that loyalty consists of three elements: affective loyalty, continuous loyalty, normative loyalty.

Affective loyalty is an individual's emotional attachment to an organization, their involvement and identification with it. Affective commitment takes into account three aspects:

- The development of psychological attachment to the company;
- Communication with the organization;
- The desire to stay a member of the company.

Employees who develop an emotional reference to the organization tend to associate themselves with the company's goals and support its aspirations. If the employee's values match with the values of the company, then the employee will allow them to assimilate the goals and values of the company.

Continuous loyalty is an employee's awareness of the consequences that may arise in case he leaves the organization, both in relation to the organization and for the employee himself. Employees evaluate what they have contributed to the organization and what they will win by staying in it and what they will lose if they leave. When an

employee feels that he does not have enough skills and qualifications to start working in a new place, he develops a commitment to consistency and becomes more committed to the organization due to the limitations of his own capabilities and alternatives.

Normative loyalty is a responsibility that an employee feels towards an organization. Normative commitment occurs when an employee feels obligated to the company if it has invested a lot of time and money in his training and development, so the employee has a moral responsibility to continue working in the company. Scientists believe that normative responsibility are similar to moral commitment.

To analyze the level of loyalty, the survey of John Meyer and Natalie Allen "Scale of organizational commitment" was selected. The test consists of 18 statements that must be answered on a seven-point scale of the degree of agreement (1 - absolutely disagree, 7 - completely agree). This methodology reveals the degree of employee's commitment to the organization in the three elements: effective, continuous and normative loyalty.

The survey was used to assess the employee loyalty level in a metallurgical plant. The number of participants was 71 people. The main age of respondents is up to 60 years old, working in the company for more than 3 years.

The survey conducted shows the following results (Table 1): 57% of respondents, 40 people, are loyal to the organization by one, two or three indicators, and 43% of respondents, 31 people, are not loyal to the organization by all three indicators (Figure 1).

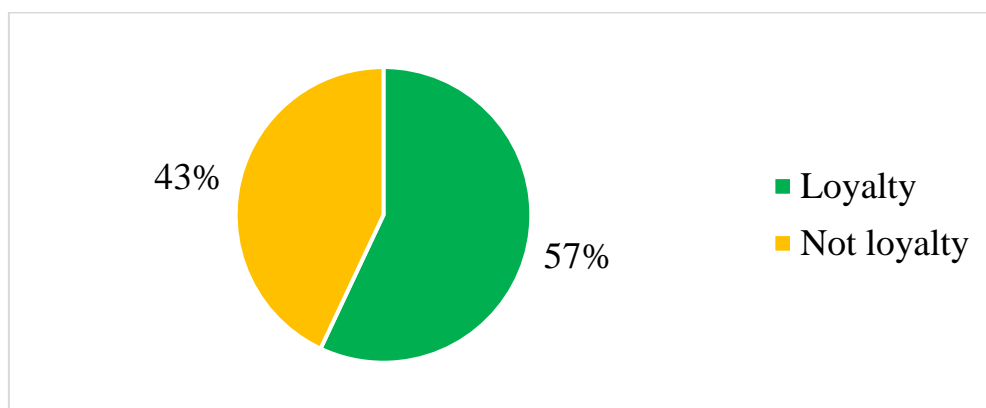


Figure 1 – General results of the study of staff loyalty to the organization
(compiled by the authors)

Nine employees (13% of respondents) have a pronounced continuous loyalty, assessing how well employees are informed about the costs that their leave from the organization may cause at a given time. Continuous and normative loyalty are combined in six people (9% of respondents). 4% of employees, three people, combine effective and continuous loyalty with affective and normative loyalty to the organization. Affective loyalty shows the degree of employee's emotional attachment to the organization. Normative loyalty allows you to measure how much employees feel obliged to the organization. 27% of respondents (19 people) clearly expressed three components of loyalty, which together form the loyalty to the organization (Table 1).

Table 1. The results of testing the level of loyalty according to the method of John Meyer and Natalie Allen (compiled by the authors)

Indicator	Number of respondents	Indicator	Number of respondents
Affective loyalty	0 (0%)	Af+Con loyalty	3 (4%)
Continuous loyalty	9 (13%)	Af+Norm loyalty	3 (4%)
Normative loyalty	0 (0%)	Con+ Norm loyalty	6 (9%)
Af+Con+Norm loyalty	19 (27%)	Not loyalty	31 (43%)

The test shows that only 19 people have a net organizational loyalty, which is 27% of all respondents surveyed. And the number of employees disloyal to the organization in which they work was 43%, that is, 31 people. Nine people have formed only one component of organizational loyalty, and twelve people have two components out of three, which shows the employees' ambivalent position towards the organization, since this may be an indication of the process of forming entire

organizational loyalty among employees, as well as the process of reducing employee loyalty to the company.

Thus, after conducting a study among employees, it can be concluded that the level of employees' loyalty to the organization has an average value. The respondents have rather a low attachment to the company. It is also worth noting that a fairly large number of employees do not have any of the three components of organizational loyalty – 31 people, which is 43%, which is rather poor for the organization, since they will not show their motivation to achieve success for the organization.

In conclusion, we note that loyalty is a type of relationship between employees and the object of loyalty, built on openness, friendliness, respect, the desire to achieve the goals and objectives of the company, compliance with the values and rules established in the organization in relation to colleagues, subordinates and the company as a whole.

Список источников

1. Чистякова Т. Н., Моисеенко Н. В. О лояльности, организационных конфликтах и развитии организации (заметки на полях исследования). Новая перспектива. 2000. [Электронный ресурс]. URL: <http://www.rekruting.ru/pochitat.html?s339> (дата обращения: 18.02.2023).
2. Meyer J.P. Building Commitment in an Era of Change // Rx for HRM, 2000.
3. Meyer, John P. and Natalie J. Allen. A three-component conceptualization of organizational commitment. Human Resource Management Review 1. 1991. С. 61-89.
4. Доминяк, В.И. Организационная лояльность: основные подходы. [Электронный ресурс]. URL: https://dominyak.com/assets/templates/site/files/Organizacionnaya_loyalnost_osnovnye_podhody.pdf (дата обращения: 20.02.23).
5. Липатов С. А., Синчук Х. И. Социально-психологические факторы организационной приверженности сотрудников (на примере коммерческих организаций) //Организационная психология. 2015. Т. 5. № 4. С. 6 – 28.

References

1. Chistyakova T. N and Moiseenko N. V. (2000). O loialnosti, organizatsionn'x konfliktax I razvitii organizatsii (zametki na poliax issledovaniya) [On loyalty, organizational conflicts and the development of the organization (notes in the margins of the study)]. Novai perspectiva [A new perspective]. URL: <http://www.rekruting.ru/pochitat.html7s339> (accessed 18.02.2023). (In Russ.).
2. Meyer J.P (2000). Building Commitment in an Era of Change // Rx for HRM.
3. Meyer, John P. and Natalie J. Allen (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review 1. 61-89.
4. Dominyak, V.I. Organizatsionnaya loialnost: osnovn'e podkhody [Organizational loyalty: basic approaches]. URL: https://dominyak.com/assets/templates/site/files/Organizatsionnaya_loialnost_osnovnye_podhody.pdf (accessed 20.02.23). (In Russ.).
5. Lipatov S. A. and Sinchuk H. I. (2015). Sotsialno-psixologicheskie faktory organizatsionnoi privychnosti sotrudnikov (na primere kommersshekix organizatsii) [Socio-psychological factors of organizational commitment of employees (on the example of commercial organizations)]. Organizatsionnaya psixologiya [Organizational psychology], 4, 6-28. (In Russ.).

Информация об авторах

Вайсилова Милена Радмиловна – студент кафедры управления персоналом Уральского гуманитарного института Уральского федерального Университета, (Екатеринбург, Россия). E-mail: milena.vaysilova@mail.ru . ORCID: 0009-0006-0066-014X

Юнышева Алена Вадимовна - студент кафедры управления персоналом Уральского гуманитарного института Уральского федерального Университета, (Екатеринбург, Россия). E-mail: a_yunaya@rambler.ru . ORCID: 0000-0002-8188-7568

Елена Владиславовна Пономарева – старший преподаватель кафедры иностранных языков и перевода Уральского гуманитарного института

Уральского федерального университета (Екатеринбург, Россия). E-mail: ev.ponomareva@urfu.ru. ORCID: 0000-0001-5273-889X.

Information about the authors

Milena R. Vaisilova – a student of the Department of Personnel Management and Psychology, at Ural Humanitarian Institute of Ural Federal University, (Yekaterinburg, Russia). E-mail: milena.vaysilova@mail.ru. ORCID: 0009-0006-0066-014X

Alena V. Yunysheva – a student of the Department of Personnel Management and Psychology, at Ural Humanitarian Institute of Ural Federal University, (Yekaterinburg, Russia). E-mail: a_yunaya@rambler.ru. ORCID: 0000-0002-8188-7568

Elena V. Ponomareva – senior lecturer at the Department of Foreign Languages and Translation at Ural Humanitarian Institute of Ural Federal University (Yekaterinburg, Russia). E-mail: ev.ponomareva@urfu.ru. ORCID: 0000-0001-5273-889X.

