

**Управление лояльностью персонала как фактор устойчивого развития  
предприятия**

**Кокотова Валерия Алексеевна<sup>1</sup>**

<sup>1</sup> Уральский федеральный университет имени первого Президента России

Б. Н. Ельцина, Екатеринбург, Россия

<sup>1</sup> Valeria.Kokotova@urfu.me

**Аннотация.** В статье рассматривается вопрос лояльности персонала к организации в контексте современной практики управления персоналом; приводятся причины, по которым лояльность сотрудников является ключевым элементом успешного функционирования организации; описаны факторы формирования лояльности. Авторами представлены результаты исследования организационной лояльности сотрудников промышленного предприятия.

**Ключевые слова:** лояльность, роль лояльности, факторы лояльности, лояльные сотрудники.

**Personnel loyalty management as a factor of sustainable enterprise development**

**Valeriya A. Kokotova<sup>1</sup>**

<sup>1</sup>Ural Federal University named after the First President of Russia B. N. Yeltsin,

Ekaterinburg, Russia

<sup>1</sup>Valeria.Kokotova@urfu.me

**Abstract.** The article examines staff loyalty to the organization in the context of modern personnel management practice; the reasons determining employee loyalty as a key element for the successful functioning of an organization; the factors of loyalty

formation. The authors present the results of a study of the organizational loyalty of employees of an industrial enterprise.

**Key words:** loyalty, the role of loyalty, loyalty factors, loyal employees.

The issue of loyalty to the organization as an indicator of personnel stability and as a result, the resources and competitiveness of the company in the labour market; is currently one of the most crucial aspects in the practice of personnel management, on a par with the traditional issues of attracting, retaining and developing employees, their job satisfaction and involvement [1].

The concept of loyalty has many interpretations and definitions; thus, according to J. Mayer and N. Allen, loyalty is an employee's attachment to an organization, which is subject to stimulation by the organization's management [2]. The most complete definition was given by N.Y. Chelnokova. "Staff loyalty is a socio-psychological attitude of an employee characterized by satisfaction with working conditions, acceptance of the goals and values of the organization, the desire to work only in this organization, as well as conscious actions aimed at improving the efficiency of their work to achieve the goals of the organization" [3].

Staff loyalty is important for the company for the following reasons:

- employee retention: loyal employees are less likely to think about changing jobs or leaving the company, which reduces the cost of recruiting, adapting and training new employees;
- improving productivity: loyal employees work more efficiently, as they have higher motivation and responsibility;
- improving corporate culture: loyal employees support corporate culture and contribute to creating a favorable climate in the team;
- employee training and development: loyal employees acquire new knowledge and skills easier and faster;
- reducing the cost of financial incentives: loyal employees are less demanding for financial incentives, as they are already motivated by the success of the company [3].

In order to ensure staff loyalty the employer can provide the following aspects:

- financial incentives (wage level, benefits, remuneration policy, guarantees, etc.);
- job satisfaction provision (as an integral assessment that considers satisfaction with the work process, relevant remuneration and necessary efforts, working conditions and the morale in the organization, etc.);
- organizational policy and corporate culture (leadership style, etc.);
- opportunities that open up (career growth prospect; setting the work schedule, etc.);

There are the factors of loyalty formation that do not depend on the employer:

- socio-psychological personal intrinsic attitudes (the importance of the employer's brand; the opportunity to feel proud of the company they are part of; the influence of an informal group; attitudes prevailing in the family; the degree of risk tolerance, etc.);
- personal characteristics (gender, age, marital status, education level, position, work experience, etc.) [4].

These factors have the most significant impact on the formation and dynamics of staff loyalty; however, they do not cover all possible aspects. Due to the individual characteristics of employees, their professional specialization, characteristics of the organization and external conditions, specific aspects can be identified.

Forming and maintaining the staff loyalty to the organisation ensures the sustainable enterprise development; therefore, assessment of the staff loyalty level becomes important. In this project we have applied the two methods as a basis for employee loyalty research:

*Methodology for measuring staff loyalty by L. G. Pochebut and O.E. Koroleva:*

To measure the level of loyalty in the first way, the company's employees receive a list of judgments, each of which they are asked to rate on a scale from 1 to 11, where 11 corresponds to the most positive assessment (full agreement with the judgment), 1 – the most negative (complete disagreement with the judgment), and 6 – expresses the employee's neutral attitude to this judgment. Only the employee's reaction to judgments is evaluated №: 1, 3, 4, 5, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 27, 32, 34. The amount of points scored is estimated as follows:

- from 54 to 90 points: the employee shows a high level of loyalty;
- from 18 to 54 points: the employee's loyalty level is average;
- from –18 to +18 points: low loyalty level;
- from –18 to –90 points: the employee does not have loyalty to the organization.

*Calculation of the employee Net Promoter Score (eNPS) net loyalty index.*

The author of the second method of employee loyalty research is American business strategist F. Reicheld. He proposed a simple and fast way to calculate the net loyalty index of eNPS employees. To find out the employee satisfaction index, they are asked only two questions: "What is the probability that you would recommend a job in our company to your friends on a scale from 1 to 10?" and "Please, explain the reason for your assessment." Further, according to the results of the survey, all employees are conditionally divided into three groups:

- "Promoters" are all employees who have scored 9-10 points. Such employees have a high loyalty to their organization;
- "Neutrals" are employees who rated the possibility of recommending their organization to their friends 7-8 points. Such employees are highly likely to consider leaving for another organization;
- "Critics" are employees who have scored 1-6. Such employees are most likely in search of a new job and for some reason disillusioned in their organization.

At the next stage, it is necessary to calculate the percentage of "promoters", "neutrals" and "critics" among all respondents. The "eNPS" index represents the difference between the number of "promoters" and "critics", i.e., it is necessary to subtract the percentage of "critics" from the percentage of "promoters". The resulting index is interpreted as follows:

- If the index has a positive value, then it indicates the predominance of employees with high loyalty. The higher the positive index value, the better;
- If the index is zero or has taken a negative value, then this should alert management: the risks of losing key employees or increasing staff turnover are high.

The study was conducted at an industrial enterprise, the main activity of which is the production of civilian and military products, the number of employees is 6,690 people, including 4,097 production staff, the study involved employees of a production unit – 100 people.

The hypothesis of the research is that a high level of organizational loyalty indicates the stability and sustainability of the organization. The aim of the research is to determine the level of organizational loyalty. Questionnaires were provided to employees for the survey, the survey was conducted anonymously, which made it possible to achieve the highest and most reliable research results.

In accordance with the developed research methodology we have obtained the following results. By the Methodology for measuring staff loyalty by L.G. Pochebut and O.E. Koroleva:

According to the survey results, more than half of the respondents (54%) have an average level of organizational loyalty, which indicates that the majority of staff are relatively satisfied with their workplace, but still there is a need for additional improvements or adjustments in certain aspects of work. An important aspect is the fact that we have identified 25% of employees with a low level of organizational loyalty, which is a signal to management that it is necessary to study in more detail the causes of employee job dissatisfaction and take measures to improve working conditions, communication or other factors affecting their loyalty. On the other hand, 21% of employees show a high level of organizational loyalty, which is a positive aspect, and managing this group of employees can be a key factor in building a stable and productive team of employees. Among private indicators, 87% of respondents noted that the management are more tolerant towards specialists of a higher position, it was also noted that 65% of respondents believe that high-quality performance of official duties is a necessary and sufficient condition for career growth.

Thus, the data obtained emphasize the importance of organizational loyalty management, as well as the need for additional measures to maintain and improve the overall work perception by employees. The results of the survey can serve as a basis for

the development of a personnel management strategy aimed at creating a favorable and supportive environment in the organization.

By applying the second methodology, calculation of the employee Net Promoter Score (eNPS) Net Loyalty Index, we have obtained the following results presented in Table 1.

Table 1

The results of calculating the eNPS net loyalty index

Employee category	Number of respondents	Description
Promoters	18	Promoters are employees who value their work highly and are willing to actively recommend their company as a place of employment. Their high level of satisfaction and loyalty can create a positive image of the organization in the eyes of colleagues and potential candidates.
Neutrals	61	Neutrals represent a group of employees who may be quite satisfied with their work, but at the same time do not express pronounced loyalty or criticism. This group may rate their work as average, without pronounced positive or negative emotions.
Critics	21	Critics represent a group of employees who express dissatisfaction with working conditions or other aspects of the organization. Their low level of satisfaction can affect the overall atmosphere in the team and potentially create a negative perception of the company as an employer.

$$\text{eNPS Index} = 18 - 21 = -3\%$$

The Net Loyalty Index (eNPS) for an organization is -3. A negative value indicates that there are more critics than promoters, which requires careful consideration and

analysis of the causes of dissatisfaction among employees. A negative eNPS can be a signal to make improvements to the organization in order to increase staff satisfaction and loyalty. Thus, the organization's staff have an average level of organizational loyalty, and the difference between promoters and critics is negative, which indicates the need for:

- Analysis of the reasons why the level of loyalty is not high;
- Conducting surveys and interviews with employees to identify the areas where they feel dissatisfaction and suggestions for improvement;
- Development and implementation of a personnel management strategy aimed at increasing the level of employee loyalty and improving the efficiency of the organization;
- Conducting additional activities that contribute to increasing the level of organizational loyalty.

Personnel loyalty management is crucial for an organisation as staff loyalty ensures high performance of an organisation and can be a competitive edge driving the business forward.

#### **Список источников**

1. Харченко В. С. Лояльность персонала современной организации: опыт применения Employee net promoter system (eNPS) [Электронный ресурс] // Социально-трудовые исследования. – 2022. – №3. URL: <https://cyberleninka.ru/article/n/loyalnost-personala-sovremennoy-organizatsii-opyt-primeneniya-employee-net-promoter-system-enps> (дата обращения: 02.03.2024).

2. Федечкин, С. В. Современные методы формирования и повышения лояльности персонала отечественных организации и предприятий / С. В. Федечкин // Международный журнал гуманитарных и естественных наук. – 2022. – № 8-3(71). – С. 202-204.

3. Царева Н. А. Лояльность персонала: диагностика и инструменты формирования / Н. А. Царева, Е. А. Литвиненко // Вестник Академии знаний. – 2022. – № 52(5). – С. 299-305.

4. Макарова Д.В., Кузьмина К.В. Лояльность персонала как ключевой фактор успешной деятельности организации [Электронный ресурс] // Вестник науки. – 2023. – №11. URL: <https://cyberleninka.ru/article/n/loyalnost-personala-kak-klyuchevoy-faktor-uspeshnoy-deyatelnosti-organizatsii> (дата обращения: 02.03.2024).

5. Карпенко, Е. М. Факторы, влияющие на лояльность персонала / Е. М. Карпенко, А. И. Борискевич [Электронный ресурс] // Инновации в машиностроении: 100-летний опыт в науке, производстве, образовании: сборник материалов 18-й Международной научно-технической конференции "Наука – образованию, производству, экономике" / Белорусский национальный технический университет, Машиностроительный факультет; редкол.: А. А. Калина, О. А. Лавренова, О. К. Яцкевич. – Минск: БНТУ, 2021. – С. 125-128. (дата обращения: 02.03.2024).

### References

1. Kharchenko V. S. Loyalty of personnel of a modern organization: experience of application of Employee Net Promoter System (eNPS) [Electronic resource] // Social and labor studies. – 2022. – №3. URL: <https://cyberleninka.ru/article/n/loyalnost-personala-sovremennoy-organizatsii-opyt-primeneniya-employee-net-promoter-system-enps> (accessed: 02.03.2024).

2. Fedechkin. S. V. Modern methods of personnel formation and improvement of loyalty of personnel of national organizations and enterprises / S. V. Fedechkin // International journal of human and natural sciences. – 2022. – № 8-3(71). – P. 202-204.

3. Tsareva. N. A. Loyalty of personnel: diagnostics and instruments of formation / N. A. Tsareva, E. A. Litvinenko // Vestnik Akademii znaniy. – 2022. – № 52(5). – P. 299-305.

4. Makarova D.V., Kuzmina K.V. Loyalty of personnel as a key factor of successful organization activity [Electronic resource] // Vestnik nauki. – 2023. –



№11. URL: <https://cyberleninka.ru/article/n/loyalnost-personala-kak-klyuchevoy-faktor-ushpeshnoy-deyatelnosti-organizatsii> (accessed: 02.03.2024).

5. Karpenko. E. M. Faktory, vliyayushchiye na loyal`nost personala / E. M. Karpenko. A. I. Boriskevich [Electronic resource] // Innovatsii v mashinostroyenii: 100-letniy opyt v nauke, proizvodstve, obrazovanii [Elektronnyy resurs]: sbornik materialov 18-y Mezhdunarodnoy nauchno-tekhnicheskoy konferentsii "Nauka – obrazovaniyu, proizvodstvu, ekonomike" / Belorusskiy national`nyy tekhnicheskiy universitet. Mashinostroitel`nyy fakul`tet; redkol.: A. A. Kalina. O. A. Lavrenova. O. K. Yatskevich. – Minsk: BNTU. 2021. – P. 125-128 (accessed: 02.03.2024).

### **Информация об авторе**

Кокотова Валерия Алексеевна – студентка, второй курс, кафедра управления персоналом и психологии, Уральский гуманитарный институт, Уральский федеральный университет (Екатеринбург, Россия). E-mail: [Valeria.Kokotova@urfu.me](mailto:Valeria.Kokotova@urfu.me)

### **Information about the author**

Valeriya A. Kokotova – second-year student, Department of Personnel Management and Psychology, Ural Humanitarian Institute, Ural Federal University (Yekaterinburg, Russia). E-mail: [Valeria.Kokotova@urfu.me](mailto:Valeria.Kokotova@urfu.me)

