



**Arab American University**  
**Faculty of Graduate Studies**

**Human resources management and redefining employee  
loyalty in the workplace: the case of a religious institution-  
The Latin patriarchate of Jerusalem**

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## Thesis Approval

Redefining Employee Loyalty in the Workplace: The Case of a Religious  
Institution - The Latin Patriarchate of Jerusalem

This thesis was defended successfully on 3<sup>rd</sup>, March 2023 and approved by

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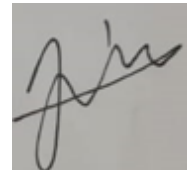
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## **Declaration**

I declare that this Master dissertation has been composed by me and is based on my own work, unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgment.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

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## **Dedication**

I dedicate this work to my family, the Latin patriarchate of Jerusalem, represented by His Beatitude Piere Patista Pizzaballa, as well as to all my colleagues in the field of God, brothers, and sisters.

To my wonderful parents, who have implanted in me a love for God, a passion for the Church, and a thirst for Knowledge. To my brother Samer and his family, Manar and Majd. To my brother Sa'ed and his wife Dana, finally to my sister Summer.

To all my friends and all those who supported me in this effort, I dedicate this work.

## **Acknowledgment**

Now as my thesis has been completed, first of all, I would like to give thanks to God enabling me to complete this research. I would like to thank everyone who supported the research from the very beginning. I am also thankful to the people who have made the essential information accessible to me. My appreciation especially goes to my supervisor,

**Dr. Arwa Al-Twal**

Finally, I would like to deliver my sincere thanks to my colleagues and friends.

## **Abstract**

The purpose of this research is to examine the factors that affect employee loyalty in a religious institution, to highlight the differences between employee loyalty in religious and non-religious institutions, and to draw a connection between employee loyalty in religious institutions and the organizations' human resources division.

The findings of this research suggested that religious ideas and principles have a relative influence on the new definition of employee loyalty in religious institutions, or, to put it another way, that job values in religious institutions can be influenced by religious principles.

The moral, faith, and love for Jesus and the Church, and cohesion and harmony among employees, and appreciation and support are factors that determine loyalty in religious organizations. There are also practical considerations like praise, promotions, and prizes, as well as the interpersonal relationships amongst employees.

These factors were found to be different from factors that affect loyalty in a non-religious institution which include a pleasant atmosphere, comfortable program expenses, fewer hours, or suitable hours.

The human resources in the Latin Patriarchate of Jerusalem help in enhancing belonging and loyalty among employees by organizing spiritual activities and preserving the employee's physical and mental health and providing the appropriate atmosphere for positive and constructive work.

**Keywords:** Human resources management, employee loyalty, employee perceptions, HR department, religious institutions.

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### TABLE OF DEFINITIONS

TERMS	DEFINITION	REFERENCE
Loyalty	Loyalty is the employees' dedication to the organization's success and belief that working for this organization is the best choice for them.	(Rajput et al., 2016)
Religious institutions	Refer to those institutions which are either sponsored by or affiliated to church organizations	(Kibuuka, 1998)
Job satisfaction	Job satisfaction is one of the challenges of human resource administration; it is defined by (Locke, 1976) as the pleasurable emotional state resulting from the evaluation of one's job	(Khayer, 2014).
Organizational commitment	Organizational commitment is the main and important key to examining the extent to which the members of the organization get along with each other	(Al-Shawabkah & Al-Ta'ani, 2013)

## **CHAPTER ONE**

### **INTRODUCTION & BACKGROUND**

#### **1.1 Introduction**

This chapter covers three main questions of this research: What this research is about? Why is it important? And how this research is conducted?

#### **1.2 Study Background and Context of Research**

Employer-employee relationships have changed rapidly during the previous 20 years, from steady to increasingly casual. In recent years, increased research attention has been paid to the impact of human resource strategy and practices on organization performance. The growing interest produced in this domain is based on the idea that human resource should be considered as strategic factor. That is, human resources become assets that contribute to the development and differentiation of organizations (Alves & et.al, 2020). With the implementation of effective human resource practices, organizations can create sustained competitive advantage, especially when these practices are aligned with organization's objectives (Awad, 2020). Paying attention to the human element in a business is justified by the basic endowments, skills, knowledge, experience, thinking, wisdom, attitudes, and characteristics individuals possess that contribute to the organizational success and its ability to obtain competitive advantage (Zaki, 2018).

Employee loyalty is one of the main aspects HR professionals have been focusing on to be able to meet the strategic goals of the business and ensure the desirable performance outcomes. Employee loyalty makes it easier for companies to fulfill their

long-term goals and expand their operations. In fact, a loyal team can help you stand out and gain a competitive advantage (Ericsson, 2018).

Piwowar-Sulej (2021) stated that human Resource Management comes in the context of developing organizations to maintain sustainability of employees to become more productive. Focusing on the human element assures smooth progress and development of workflow and organization process. This, of course, requires a planned system for those employees to grow and continuously develop their capabilities as well as providing a career growth plan for them. Management can maintain a development strategy for the whole organization as a result if they invest in people and obtain their loyalty.

Religious institutions refer to those institutions which are either sponsored by or affiliated to church organizations (Kibuuka, 1998). The concept of employee loyalty in this type of institutions may be different from other industrial organizations because employees who work in it may possess a different feeling of belonging and attachment to the place.

The Middle East's background has frequently been perceived as homogeneous. Throughout the centuries, the church has maintained its relevance in the community. This situation can be explained by a combination of several factors. For starters, churches provide and maintain a specific group's identity and are frequently the only organizations that include all members of the community. Second, the patriarchal governance system inherent in traditional churches encourages church involvement in political and social issues, particularly through the church represented by the patriarch himself. McCallum, F. (2012).

The Patriarchate of Jerusalem is considered as an organization where a group of people work together to achieve that common stated goal under the guidance and monitoring of its figurehead. In any other organization, individuals who work in it and organizations connected to it need to be managed in a way to get the best out of them. Understanding employee loyalty and what brings it into this type of institution is significant due to the vital role it plays in societies.

### **1.3 Research Problem**

Loyalty is a significant factor that affects employees' performance and productivity in organizations. In the Middle East including Palestine, religion shapes individuals' behavior and can determine their actions as well as their decisions on personal and professional levels (Afiouni et al., 2013).

Employees in religious institutions are expected to uphold the value of loyalty. According to (Oviedo & Szocik 2020), religion is based on faith, and thus is not subjected to the rigorous proof required for scientific study. Religious beliefs have the potential to influence and guide decision-making and behavior in significant ways, which may make people feel attached to the place because it does identify who they are. For this reason, this study aims to answer the following main question:

What are the key factors that influence employee loyalty in a religious institution?

To answer this question, this research will take the Latin Patriarchate of Jerusalem, which is a religious institution, as a case study to explore these factors as well as the meaning individuals hold of the loyalty concept.

## **1.4 Objectives of the Study**

The following objectives are set to fulfill the study's aim of exploring the Key Factors that Determine Employee Loyalty in a Religious Institution, employing the Latin Patriarchate of Jerusalem as a case study by Reviewing the literature of loyalty. And build the questions of research and determine a detailed and transparent methodology to achieve the stated aim. Then Collecting data from employees of the Latin Patriarchate of Jerusalem. Finally, Analyze the data and generate findings and conclusions in order to respond to the research questions regarding the key factors of loyalty and to discuss the study's implications.

## **1.5 Research Questions**

To meet the aim of this study, the following research questions were developed:

1. How does an employee define loyalty in a religious institution?
2. What are the key factors that affect employees' loyalty in such a context?
3. Is it different from other types of organizations in terms of the factors described because it is a religious institution?
4. Does the human resource management department have a role to play in this sense? and what would be that role in institutions such as the Latin Patriarchate?

## **1.6 Importance of the Study**

In recent years, there has been an increased interest in the religious aspect and its effect on organizations and work climate (Héliot, et al., 2020). People typically spend a significant portion of their lives at work. Their career choice, work climate, and peers all

have a massive effect on their social inclusion and recognition. Instead of leaving pieces of their personality in front of organizational doors, they expect their work environment to be a place where they can expose and convey their whole self (Seemann, 2016). Employee loyalty in the workplace could be explained by how people seek importance, comfort, and sense at work and in their lives on this basis. It is important to clarify that religious beliefs can profoundly affect how employees achieve their tasks and do their jobs. Religious identity is tied to an array of important workplace outcomes. It can inform and enhance an individual's workplace decisions and contributions when there is a clear connection between occupational and religious values and behaviors (Héliot et al., 2020).

The influence of religion as an important element of national contexts has been largely in international management research, all major religions promote values that believers express at work. Many employees searching for more meaning in their workplaces through religion. Given the prominent role of religion in societies, it is imperative that international management research acknowledges its potential influences on how organizations and the people within them operate (Praveen, Hoegl, & Cullen, 2015). This research will contribute to the literature and expand the understanding of the concept of loyalty in a culture that pays a great deal of importance to religion. It will give richness to the concept of loyalty in a context that lacks research in this area, i.e., religious institutions. The results of this study will redefine the concept of loyalty and identify factors that determine it, which could be different from the factors that can be found in another type of institution. This study will also offer set of practical implications to top managers that will guide their decisions when it comes to managing human resources and their work outcomes in this type of institutions.

From a different yet wider perspective, the significance of this study, particularly for Palestine, which is the birthplace of the Christian religion and educational institutions, is that focusing on such a large institution that is considered the third largest employer in Palestine, may prove to be a useful tool in assisting similar institutions in nature in better understanding the factors that influence employee loyalty. Correspondingly, improves the way decisions are made not only on a single case level but also on multiple case institutions in the country if we consider the targeted case study as a representative case

## **1.7 Structure of the Thesis**

The researcher structured the thesis based on five main chapters. The first section is the introduction, which includes Study Background and context of research, Research Problem, Aim and Objectives, Research Questions, importance of the study, and Structure of the thesis. The second chapter is the Literature Review, which includes the following sub-sections Loyalty Defined, Loyalty within human resource management, Role of human resource management to increase employee loyalty, Factors determine Loyalty in the workplace, Loyalty in a religious institution, Benefits organizations can obtain from having Loyal employees, Differences between job satisfaction, loyalty and commitment, The role of talent management in supporting of employee loyalty and commitment and, Gaps in the literature. The third chapter is Research Methodology, which includes Research Design and approach and details on Data collection methods and justifications. The fourth chapter is about Data Analysis, discussions, findings, and Research Challenges, and Limitations. The fifth chapter is the last chapter of this thesis and includes a conclusion, recommendations, and suggestions for future work.

## **CHAPTER TWO**

# **THEORETICAL BACKGROUND AND EMPIRICAL STUDIES**

### **2.1 Introduction**

This chapter is dealing with the theoretical framework and empirical studies which include loyalty, the role of human resource management in increasing employee loyalty, employee job satisfaction and employee commitment in relation to employee loyalty, factors affecting employee loyalty in the workplace, loyalty in a religious institution, in addition to benefits organizations can obtain from having loyal employees and gaps in the literature.

### **2.2 Loyalty**

#### **2.2.1 Loyalty Definition**

Although loyalty studies go back over a century, employee loyalty is still considered a relatively new research and trendy research subject. Several recent studies have explained the evolution of loyalty over time. Such an evolution includes different stages and meanings, ranging from earlier research where loyalty was simply defined as a conduct of repeated purchasing to more recent multi-dimensional definitions to include employees' feelings towards an organization. Some researchers, as revealed in this section, looked into the essence of various degrees of loyalty, while others looked into the nature of loyalty and its elements (TaghiPourian & Bakhsh, 2015). According to Srivastava & Rai (2014), loyalty as a principle and construct has inspired the attention of researchers, who have taken it upon themselves to further investigate it by returning to its

originators. Nowadays, employee loyalty is becoming much more important and critical in every company, institution, or organization. Each organization's success is dependent on its own employee loyalty, and this is given great value because a loyal employee adds lots of significance to the organization and is responsible in many ways for its success and development (Priyadharshini & Sudhahar, 2019).

As highlighted earlier, loyalty has many definitions in the literature. For example, according to Demott (2006) loyalty is defined as the willing, realistic, and thoroughgoing devotion to a cause or an individual, and it is considered as the most direct emotional and behavioral expression of identification. Another definition is offered by Rajput, Singhal & Tiwari (2016), loyalty is the employees' dedication to the organization's success and belief that working for this organization is the best choice for them. Priyadharshini & Sudhahar (2019) have a similar conceptualization of loyalty to consider it as an employee's emotional commitment to remain with a company.

Mathis et al. (2017) took loyalty definition to a different level to point out that it is a reciprocal relationship between both organizations and their employees. That is, employees' loyalty to the company depends on their perceptions about the company's loyalty to them. Having an individual faithful to an organization or an employer depends on their perceptions about how loyal the organization is to employees. Based on this, loyalty can positively affect performance and the success of a company as explained by Tomic, Tesic, Kuzmanovic & Tomic. (2018). To further explain, loyalty refers to having an employee connected to a particular thing in an organization. Based on this, employee loyalty is defined as the commitment to the success of the organization, and that working for this organization is the employee's best choice. So, loyal employees are loyal to the

organization and are willing to do their best to provide the desired service, which has a direct and significant impact on the companies' performance (Tomic et al., 2018). From a different perspective, according to Murali et al. (2017), loyalty signifies a person's devotion or sentiment of attachment to a particular object, which may be another person or group of persons, an ideal, a duty, or a cause. It expresses itself in both thought and action and strives for the identification of the interests of the loyal person with those of the object, which also explains how loyalty contributes to the success of a business.

Iqbal, Tufail & Lodhi (2015) defined loyal employees as those who are committed to the organization's success and believe that working for that organization is their best option; it is a type of faithfulness and truthfulness to the organization. Similarly, Kazem & Fadli (2020) defined Loyalty as the worker's state of identification with the organization for which he works, its goals, and his desire to remain a member of it.

Considering the definitions offered in this section, it can be understood that Employee loyalty indicates that the employee is committed to the organization's future and success. Creating an exciting workplace where the company is progressing and has opportunities will encourage employee loyalty and aid in staff retention. Incentives and rewards are excellent ways to motivate employees and increase employee loyalty to a company. Employees who have been with the company for a certain number of years, for example, should be rewarded for their dedication. Individual employee rewards should be personalized; as a result, the company demonstrates that it cares about the individual within the organization (Sekyi, Boakye & Ankumah. 2016).

As discussed in depth in the following chapter, it is significant for organizations to understand loyalty and its types in order to identify ways to encourage it through applying

different human resources management practices. Types of loyalty are firstly, emotional organizational loyalty, which reflects the extent of the individual's belonging to the organization and its connection with its goals and the pursuit of achieving them. Secondly, continuous loyalty, and it relates to the individual's assessment of the costs associated with leaving the organization and the benefits of staying in it. Third, is normative loyalty, which results from feelings of moral obligation and the individual's sense of obligation to remain in the organization (Kazem & Fadli, 2020).

### **2.2.2 Loyalty within Human Resource Management**

The human resources department has a major role to play in any organization. They can help in boosting employees' mood and morale and encourage them to work more. Human resources departments can also improve behaviors, which contributes to motivating employees to provide more, enhancing their sense of belonging and loyalty (Albahussain, 2014). Human resources department works as a medium of communications between all departments and employers; they are responsible for resolving any conflict or misunderstanding that occurs between employees.

The firm's most important resource is human resources. They are considered a crucial component of the business development process. To clarify, Human resources are the source of competitive advantage; they are intangible and unique, which makes them very difficult for other firms to copy (Sani & Ekowati, 2019). The set of knowledge and skills employees possess make them a significant factor in organizations on both large and small scales (Adiputra, Martini & Agung, 2019).

Human resource management is one of the most critical aspects of any business. As a result, the organization will need to implement corresponding measures in order to manage employees (Capnary, Rachmawati & Agung 2018). There are different practices that the HR department needs to implement with the aim to improve the organizational effectiveness, and thereby get better outcomes (Ericsson, 2018). One of these, as an example, is to increase employee loyalty and satisfaction by allowing employees to work from home and have a better work-life balance (Capnary et al., 2018). These are not the only practices, there are many practices covered in chapter 2.3 to show the significant role the department plays in this sense.

Organizations need to realize that the human resource department is an important stakeholder; they need to put efforts to understand employees' needs to obtain their loyalty for the benefit of the organization (Albahussain, 2014). It has become imperative for organizations to ensure that their employees are involved in activities and programs that most encourage them to perform and reach their optimum potential in achieving the goals and objectives of the organization, and most importantly, maintain employee loyalty to the organization. Loss of employees due to resignation is one of the main reasons for the increase in overhead and training expenses, so it is important for organizations to explore possible ways in which they can ensure employee loyalty (Mamun & Hasan, 2017).

It is significant to mention that loyalty is a vital trait in any institution but in recent times has been put under pressure because of the nature of labor markets and the increasing focus on job mobility. Therefore, during periods of organizational change and reorganization, human resource strategies encouraged employee mobility rather than loyalty through exercises in downsizing (reducing staff) and delaying (reducing the

number of layers in the organization structure). Such activities, and in the absence of recognition to employees' needs, will create strains when it comes to evolving loyalty within the organization (Mujtaba & Senathip, 2020)

Employees in contemporary organizations expect that the company will be more accommodating to their individual needs by creating flexible work schedules, offering brief vacations, allowing working mothers to take time off to care for their children and the elderly, allowing participation in the work, and offering some educational and promotional activities. Therefore, human resources managers are in charge of creating and putting into effect policies that lessen conflicts between work demands and personal commitments, and they must be aware of how downsizing and restructuring plans affect employees' loyalty and sense of community (Hariri, 2017). The researcher provides more information about the part that human resource management plays in boosting employee loyalty in the following chapter.

### **2.3 The Role of Human Resource Management in Increasing Employee Loyalty: A Talent Management Approach**

As highlighted in the previous chapter, human resource management practices are considered an important element in the success of an organization (Uzair, et al 2017). Developing and managing talents is a practice many organizations focus on to help employees improve and grow their skills, knowledge, and abilities. Talent management, as part of what the HR department does, has been used as a strategy to increase employee's job satisfaction and loyalty in the workplace (Lorestani & Máté, 2019). Talent management refers to the process of developing and integrating new employees, retaining

existing employees, and attracting highly skilled workers to work in the organization (Anani, 2019). Talent management is concerned with continuing training and developing high performance for potential new roles, identifying knowledge gaps for employees, and implementing initiatives to enhance competencies Employees (Annakis, Dass & Isa, 2014). Talent management practices such as attracting, selecting, engaging, developing, and retaining talent foster the development of a supportive culture including job satisfaction as well as employee empowerment (Ping, et al 2020). It is argued that working on developing current and new talents, developing strategies to preserve these talents and provide them with appropriate environment assists organizations in gaining employees' loyalty and commitment to the business (Zaki, 2018). That is, the importance of talent management stems from the success of organizations in acquiring and maintaining the necessary talent, and the extent of the management's commitment to these workers.

Talent is also a necessary complement to attract skilled workers to work in the organization, and is also due to the increased interest in human talents as a result of changing job features and performance requirements with the complexity of administrative tasks due to increased competition, technological development, information revolution and increased rates of innovation and development, this led to the need for organizations to design effective programs to attract talent and develop their capabilities to improve performance (Sakka, et al 2022).

Job satisfaction specifically is considered an appropriate measure to evaluate the success or failure of an organization in implementing talent management (Goestjahjanti, et al 2020). From a different perspective, Nobarieidishe et al. (2014) investigated the

relationship between talent management and organizational commitment and found that there is a positive relationship between the components of the two concepts (to avoid confusion in these terms, section 2.4 covers the meaning of job satisfaction and commitment in relation to employee loyalty). That is, talent management can influence an employee's desire to stay with the organization, and their commitment which shapes the employee's relationship with the organization and has an impact on the decision to continue membership in the organization. Talent management is one of the most important issues that the organization is concerned with in its dealings with human resources and affects the commitment and loyalty of employees.

In organizations, the way human resources are managed affects loyalty. As clarified by (Hermansyah et al 2022), the primary aim of managing human resources is to ensure that the company has skilled and dedicated employees who are loyal to the organization and motivated to achieve a stable competitive advantage. Therefore, by effectively completing human resource management practices (such as recruitment, selection, appraising, and development) employee loyalty in the workplace will be enhanced (El Saghier, 2015; Boudreau, 2003). Other HRM practices such as job analysis, training, career planning, and compensation have a significant influence on employee loyalty (Uzair et al., 2017).

There are many organizational rules for human resources management, including: continuous relationships, which are the effectiveness of human resources management and its ability to secure morale and raise the degree of loyalty of employees or workers in the facility or organization (Al-Azzawi & Hikma, 2018). Thus, the definition of human resource management is a distinct model of human management that seeks to achieve

competitive advantage through the impact of a strategy to obtain human resources distinguished by efficiency and loyalty (Zawatini, 2020).

Employee satisfaction and loyalty form the basis of sustainable human resource management. High-quality human resource management has had significant impacts on the future and sustainability of service providers. Sustainable human resource management help in attracting and retaining high-quality employees, as well as incorporating sustainable human resource management practices into the employee value proposition, thus creating a unique and attractive employer brand. Sustainability of human resources management includes focusing on employee's retention through offering employees an indefinite employment contract. It is found that employees with such type of contracts, as an example, rate their loyalty to their employer at a higher degree than people with a fixed-term employment contract (Strenitzerová & Achimský, 2019).

In this modern era where there is liberalization, employees continue to become the competitive advantage of companies. Although some companies may deal with mid-level employees, it is the qualified employees who can actually lead an average business to higher levels. Along the same lines, bad employees can cause thriving business empires to fall apart. In a tight job market, retaining good employees and developing employee loyalty becomes increasingly important and an ongoing challenge. Human beings are the primary resources operating in the industry; thus, the survival of the industry depends largely on its ability to develop and retain its human resource base (Sekyi et al., 2016). That is, human resources are seen as giving a competitive advantage to companies because, in addition to production-related capabilities, it also considers human capital.

Having a group of good employees and developing their loyalty becomes critical and an ongoing challenge for HR. A constant and systematic approach to recruitment, selection and training and development decreases job-to-job transitions and ensures long-term employment; internal promotion practices with a little recognition are given to seniority and the application of a pay system linked to productivity would create an employee more committed to the company (Janjua & Gulzar, 2014).

Recent literature focused on a new concept of loyalty, which is 'redefining loyalty'. According to Kossivi, Xu & Kalgora (2016), redefining loyalty means that firms need to focus on the retention of employee loyalty, which is influenced by many factors such as developmental opportunities, quality supervision, stress at work, appreciation of work done, provision of challenging work, promotion and development chances, the attractive atmosphere within the organization, relationships between colleagues, work-life balance, communication, and compensation (Kossivi et al., 2016). That is, employee retention strategies followed by the institution help in inducing loyalty among the employees, which also ensure high degree of commitment amongst them. Organizations need to ensure that all employees needs are met and that they are satisfied and motivated (Albahussain, 2014; Rajarathinam, 2018). They also need to pay attention to their feeling of job security to feel loyal to the institution. When organizations also provide retention bonuses to the employees, they will feel motivated, and this will, in turn, increase their involvement in performing the job and the ultimate result will be the increase in the profitability of the institution (Rajarathinam, 2018).

## **2.4 Employee Job Satisfaction and Employee Commitment in Relation to Employee Loyalty**

It is critical to highlight the contrasts between job satisfaction and commitment and examine the relationship between these concepts and loyalty in organizations. Job satisfaction must be provided to each employee in an organization at the outset through motivation, as this will build loyalty among employees who will demonstrate their devotion to the organization.

Job satisfaction is one of the challenges of human resource administration; it is defined by (Locke, 1976) as the pleasurable emotional state resulting from the evaluation of one's job (Khayer, 2017). Job satisfaction is also defined as an individual's response to his work conditions, and to what degree an employee feels positively or negatively about different facets of their job (Costen & Salazar, 2011). Shroof (2016) defined it as the psychological attitudes of the employees towards their work, and the extent of their satisfaction and happiness at work, regarding the basic elements of work (such as wages, organization policies, superiors, subordinates, opportunities for growth and promotions, opportunities for self-realization ... etc.).

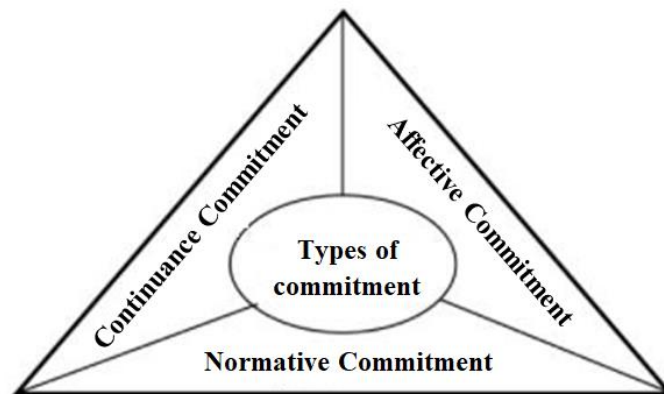
According to Tatar (2020) job satisfaction is a critical metric that companies often track because it reflects how workers feel about their work and determine their loyalty to the place. Job satisfaction is significant because it has an impact on employee absenteeism, loyalty, and morale, and it can be realized when workers enjoy the benefits, they want (Taahir & Mohd Remie, 2020). To have job satisfaction as a main determinant to trigger employee loyalty, Hassan, Khan and Iqbal (2013) suggested that employee

compensation is a significant factor to consider. Not to forget that organizations need to pay attention to employee motivation, rewards, and job security in their workplace environment to make their employees more loyal (Jamsari & Hashim 2013). Furthermore, Rajput et al. (2016) pointed out that Job satisfaction represents the positive and negative feelings of employees to the organization, which define their loyalty and affect their performance. Therefore, if the employee is satisfied with the job, he/ she will be loyal to the organization (Uzair et al., 2017).

While employee satisfaction is more closely related to how individuals feel about their jobs and organizations, commitment is a slightly distinct term. Commitment is one of the concepts that have been used in various ways to indicate that the committed employee is the one who feels proud and honor of belonging to the organization and the desire to stay with it for the longest period (Ahmed, 2017). It is defined as a "force that ties an individual to a route that is relevant to one or more aims" (Wong & Wong, 2017). This force might be emotional (how the individual feels), economic (what the individual gains from his or her job), or moral (what the individual values) (the individual ethics and morale towards the business). Al-Shayeb & Abu Jamhour (2014) explain these types further:

1. **Affective Commitment:** This refers to the employee's emotional attachment and immersion with the organization. Employees with strong emotional commitment continue to work in the organization because their presence stems from their desire to stay.

2. Continuanance Commitment: This refers to a state of awareness of the costs associated with leaving the organization, as employees stay in their business because they need it.
3. Normative Commitment: which reflects the employee's feeling of the need to continue in the job, and that staying at work is morally motivated because of commitment to the principles of the organization.



**Source: (Al-Shayeb & Abu Jamhour, 2014)**

According to Raqani & Sanglai (2020) commitment can be considered as a social and psychological condition that indicates the congruence of the goals of the employees with the goals of the organization and the feeling of each party of its duties towards the other, adherence to the values and goals of the organization, a strong sense of belonging to it and defending it and the desire to continue with it.

Jigjiddorj & Zanabazar (2021) stated that there is a positive relationship between job satisfaction and employee commitment to the organization. In a study carried out by Aydogdu & Asikgil (2011) about the employees who work in the service and production industry, results showed a significant relationship between affective commitment and job satisfaction. Results also showed that there is a significant relationship between job

satisfaction and normative commitment as well as continuance commitment. Another study conducted by (Donald, Lucia & Victor, 2016) to investigate the relationship between employees' job satisfaction and organizational commitment among academic staff members in higher education institutions in South Africa; their study results showed a significant positive relationship between job satisfaction and affective commitment in addition to continuance commitment.

There is another study conducted by Al-Houri & Al-Zyoud (2011) about the relationship between job satisfaction and organizational commitment in cellular communications companies in Jordan, their results revealed that there is a strong relationship between organizational commitment and job satisfaction. It was also found that there is a strong relationship between emotional commitment and job satisfaction, which was explained by how workers who have a high level of emotional commitment practically enjoy higher job satisfaction. Lastly, they found that there is a medium relationship between continuous commitment and job satisfaction.

Employee satisfaction and commitment influence employee loyalty in the workplace. Al-Shawabkah & Al-Ta'ani (2013) pointed out that organizational commitment is the main and important key to examining the extent to which the members of the organization get along with each other. Through that, they start to develop a feeling of loyalty to the place because they enjoy being there. Individuals with high loyalty towards their organizations are those who have sufficient preparations to devote more effort and dedication to their work and constantly strive to maintain their connection and affiliation with their organization. This means that a satisfied employee is a committed

employee who is willing to continue with the job, adhere to the system, and successfully achieve the company's goals.

To give an example on the relationship between these concepts, a study conducted by Rajput et al. (2016) explored the impact of job satisfaction on employee loyalty among academicians and found out the different factors implied in Job satisfaction and employee loyalty. The findings of the research concluded that there was a significant influence of job satisfaction on employee loyalty among academicians. The implied factors of job satisfaction were (career growth, motivation, workplace environment, and self-satisfaction), while the implied factors of employee loyalty were (belongingness, job involvement, and organizational commitment). It can be seen from this example that employee satisfaction and employee commitment are embedded determinants of employee loyalty in an organization. The following section explores more factors that determine employee loyalty in the workplace.

## **2.5 Factors Affecting Employee Loyalty in the Workplace**

To expand on the previous section where it is pointed out that employee satisfaction and employee commitment play a significant role in stimulating employees' loyalty to the place, this section covers many other factors that stimulate employee's loyalty.

To stay in the foundation under the concept of retention is vital, however what is even more important is the assertion of a firm pool of loyal employees. There are factors might be privileges that the organization could supply at low spending and with a little budget to gain employee loyalty and other factors that might be costly such as large-scale program modification and restructuring to accommodate individuals needs at work.

Whatever they may be, motivators that come in the shape of activities conducted by an organization's HR department, in fact, affect the retention and loyalty of their employees (Albahussain, 2014).

Factors affect loyalty are countless, in this section the researcher offers a wide range of factors for the purpose of meeting the aim of this study. As Rajput et al. (2016) stated in their study, many factors influence employee loyalty in the workplace, and these factors determine how individuals perform. As pointed out in the previous section, one of the factors that affect loyalty in the workplace is job satisfaction. Anderson, Fornell, and Lehmann (1994) study indicated that job satisfaction has often been regarded as the most obvious sign of employee loyalty, which reflects on the organizational general success.

Ghazaly (2016) pointed out that organizational justice, fairness of procedures, fairness of distribution, good administrative support, training, and good interpersonal relations among colleagues in a business are vital factors to stimulate employee loyalty; He added that continuous improvements in the work environment and an understanding of the needs of employees for the organization to be a safe work environment are also needed. Adding on this, employee loyalty is considered as one of the components of employee engagement, which depends on many factors by itself to obtain. For example, the manager should look out for employees' greatest interests, pay attention to their job path, and give them opportunities to improve their performance (Radwan, 2016). Based on that, to obtain employee loyalty through engagement, the manager and his/her performance have a decisive role. The nature of the relationship between a manager and his employees as well plays a significant role in this sense.

There are also organizational environment factors that reinforce employees' loyalty in the workplace, these are such as interpersonal relationship and job recognition, social Security, work autonomy, performance recognition, organization work culture, promotional prospect, skill development opportunity, and involvement in decision Making (Hatwal & Chaubey. 2014).

According to Hong, Thanh & Thanh (2019), there are nine factors that influence employee loyalty to the organization, which include harmony between individuals and organizations, salary, bonus, and estimation, also coaching and work development, the opportunity to confrontation, leadership behavior, in addition to workplace relationship, firm culture and structure, working environment, and the media. In comparison, Dede & Sazkaya (2018) pointed out that there are many human resources applications that increase employee loyalty in the workplace. To mention few out of many, these are such as diaphanous rewards systems, vacation packages, the functions assigned identical to the employee's education level, private medical assurance, gym packages, and distance to the office. That is through the human resource management process and various activities conducted in a business context, managers can prioritize improving appropriate each factor which has an impact on employee motivation and loyalty. Team spirit, compensation, career development, relationship with the manager, and working environment & condition (Khuong, Mai, & Phuonga. 2020) are all factors that have a positive influence on employee loyalty.

The following table shows a sample of important factors affecting employee loyalty and classified under four different categories:

**(2.1) A sample of Important Factors Affecting Employee Loyalty and Classified under Four Different Categories**

<b>The Workplace</b> (Albahussain, 2014).	<b>Human Resources Application</b> (Dede & Sazkaya, 2018)	<b>Manager's role</b> (Radwan. 2016).	<b>Organizational Environment</b> (Hatwal & Chaubey. 2014).
<ul style="list-style-type: none"> <li>* Privileges that the organization could supply.</li> <li>* Large-scale program modification and restructuring.</li> <li>* Employees Satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>* Diaphanous rewards systems.</li> <li>* Vacation packages.</li> <li>*The functions assigned are identical to the employee's education level.</li> <li>*Private medical assurance.</li> <li>* Gym packages.</li> <li>*Distance to the office.</li> </ul>	<ul style="list-style-type: none"> <li>* Whether the manager looks out for employees' greatest interests.</li> <li>* Pays attention to their job path.</li> <li>*Gives them opportunities to improve their performance, etc.</li> </ul>	<ul style="list-style-type: none"> <li>* Interpersonal Relationship and Job Recognition.</li> <li>* Social Security.</li> <li>* Work Autonomy.</li> <li>* Performance Recognition.</li> <li>* Organization Work Culture.</li> <li>* Promotional Prospect.</li> <li>* Skill Development.</li> <li>* Opportunity, and Involvement in Decision Making.</li> </ul>

From a different perspective, employees' loyalty to an organization could be explained by the organization's capacity to keep its talent. There are a range of factors has been identified as critical to employee retention to stimulate employee loyalty to the place, comprising the following: security, place, connections, acknowledgement, contribution, pay, flexibility, education, accountability, and innovation. requiring businesses to place a greater emphasis on employee growth and engagement, as well as results like commitment, motivation, and work happiness, as well as company performance (Alves et.al, 2020). This is important because it means that the organization can control employee turnover by developing programs to increase talent commitment (Bailey, 2013), which is needed to obtain employee loyalty. The stronger the commitment of talent to the organization, the less likely it is to leave the organization, and thus the greater the organization's ability to retain talent.

Furthermore, we must bear in mind that retention and attraction have a direct relationship, meaning it is important to hire employees who share the same values as organizational cultures (Ott & Tolentino, 2018).

## **2.6 Loyalty in a Religious Institution**

Religiosity refers to a person's amount of adherence to his or her religious beliefs and practices in his daily life. As well, it defined as belief in God with the loyalty to respond to the rules that God made. These definitions reveal that religiosity is an indication of one's derivative towards his or her religion. The personal commitment to respond with the divine rule could impact not only his or her personal social communication but as well to his or her decision on choosing and consuming the product and service (Suhartanto, et al, 2018).

Experience of workplace spirituality permits the realization of employees' potential and complete self at work and enhances personal growth, self-confidence, and sense of self-worth (Aboobaker, et al., 2020). At the organizational level, firms that nurture workplace spirituality achieve greater efficiencies, performance, and productivity in the long run (Honiball, et al., 2014). Studies have found that employees' experience of spirituality impacts organizational attachment and their sense of obligation toward the organization. The workplace spirituality is positively associated with reward satisfaction, job involvement, and organizational identification and negatively related to organizational frustration (Aboobaker et al., 2020). Pawar (2016) identified that workplace spirituality augments the emotional, psychological, social, and spiritual well-being of the employees. Elements of spirituality at the workplace have been identified as strong predictors of

organizational commitment, productivity, job satisfaction, and employee organizational citizenship behavior (Han, et al., 2020).

In most circumstances, spirituality serves a similar purpose as religion in bridging a significant gap in a person's life. In relation to some fundamental concerns, religion and spirituality strongly overlap. For instance, a search for the sacred, or meaning, lies at the heart of both religion and spirituality. Additionally, the idea of spirituality and religion are commonly mixed up. Spirituality is characterized as a connectedness to God or a similar national authority and interdependence with the outside world and other beings, whereas religion is related to highly structured belief systems. (Baykal, 2019). The term workplace spirituality helps in understanding the function of spirituality in business; Being spiritual connects one to a higher power and influences how they behave. It aids people in establishing meaningful environments in both their personal and professional lives. And spiritual leadership is a crucial management tool in developing a meaningful environment where people's spiritual values are valued and may be lived freely. (Baykal, 2019).

In recent years, there has been an increasing interest in the religious aspect and its effect on organizations and work climate. People typically spend a significant portion of their lives at work. Their career choice, work climate, and peers all have a massive effect on their social inclusion and recognition. Instead of leaving pieces of their personality in front of organizational doors, they expect their work environment to be a place where they can expose and convey their whole self (Seemann, 2016). Employee loyalty in the workplace could be explained by how people seek importance, comfort, and sense at work and in their lives on this basis. It is important to clarify that religious beliefs can

profoundly affect how employees achieve their jobs. Religious identity is tied to an array of important workplace outcomes. It can inform and enhance an individual's workplace decisions and contributions when there is a clear connection between occupational and religious values and behaviors (Héliot et al., 2020).

Employee loyalty is closely related to obedience, and loyalty grows as one grows closer to the Creator. Employees with a high level of religiosity will exhibit high motivation and dedication to their work because they understand exactly what is required in the task and do not only expect a salary or honorarium but also a higher expectation of far greater rewards from Allah (Nguyen, & Nguyen, 2020). Religion affects motivation by motivating people to engage in an activity because actions performed in the context of a religious belief are perceived to include characteristics of chastity and obedience. Someone will act as a result of this connection. While religion is a value of ethics because when one does something, their deeds are bound by the rules of what is permitted and what should not be done in accordance with religious teachings he adopted (Fitriyani, 2018).

Work is good for Christians because God is a worker, and the Christian bears God's image. However, because humanity as a whole is morally infected, the work process is distorted and fragmented. This concept is based on the Genesis story, in which Adam and Eve are depicted as workers in the Garden of Eden but then disobey God, causing God to curse their work by producing "thorns and thistles." As a result, while work is good in and of itself, it is the process of work that is harmed, cursed, and distorted (Etherington, 2019). A Christian worldview emphasizes workplace social issues, emphasizing the importance of restoring the work process. Bringing peace, joy, truth, human

respectability, commitment, justice, and diligence to the workplace could be considered restoration (Martin, 2017). This would include all types of work, provided the work is ethical and brings glory to God. As a result, work has intrinsic value for the Christian believer with a prevailing meta-story. Work is never merely a means to an end; however, because the process of work is now decaying and corrupting, this must not be ignored, but rather addressed and eventually restored (Etherington, 2019).

Exploring the concept of employee loyalty in a religious institution where appointed people are most likely holding values that are religiously tied is therefore of a great importance. It will provide a deeper understanding of the concept of employee loyalty and helps religious institutions in knowing what matters to its people so they can enjoy many of the benefits that are covered in the following section.

## **2.7 Benefits Organizations can obtain from having Loyal Employees**

The most valuable asset of any organization is its people. Given this, every firm should have a sound plan in place to ensure that its employees are professionally satisfied and loyal to the organization (Vinerean, 2015). For a company's performance to be successful, loyalty and devotion are critical, it is critical for the development of employee loyalty that employees find challenge, interest, and a sense of success in the work they do (Antoncic & Antoncic 2011).

The benefits of employees' loyalty to the organization are manifested in the following:

1. The employee loyalty towards the organization directly affects the professional efficiency of the worker and resulted in a decrease in the rate of labor turnover between organizations, and the optimal utilization of organizational resources, as

well as the tendency of human resources management to shift from direct control over workers to self-monitoring because of a sense of organizational loyalty (Goodarzi, 2012).

2. Employees' loyalty contributes to reducing the expenses of the organization and achieving an abundance of investments due to the lack of recruitment processes for new employees (Aityan & Gupta, 2012).
3. Employees' loyalty increases the employee value as a worker in the organization, broadens his field of interests, gives him a rich personality, provides him with a strong incentive to perform his work, and provides the possibility to organize the life of the worker to improve the performance of the organization, which benefits the organization to achieve its desired goals (Elegido, 2013).

Furthermore, Radwan (2016) stated that the benefits of employees' loyalty to the organization represented in that employees make additional efforts in the performance of their work, beyond the specific duties, which help in the effectiveness of the organization's functions, in addition to, being representatives of positive public relations outside the organization, employees' loyalty also contributes to increasing the annual profit, as well as increasing long-term profits because they enhance the quality of service for long periods.

Besides, employees' loyalty contributes to the formation of a positive mental image towards the organization in its surrounding environment, such as external stakeholders as customers, which reduces the costs of promoting the organization's products, as well as contributes to achieving the long-term goals of the organization, improving internal working relationships, contributing to the growth of the organization, and reach customer

satisfaction, employees' loyalty contributes to increasing the innovative ideas presented by employees, and defending and supporting the organization in front of external parties, not only by supporting the organization's products and services, but also its external reputation (Radwan, 2016).

Additionally, loyalty contributes to raising the morale of the employees, which increases their interdependence with the organization, and motivates them to work in a cooperative spirit, more accurate and attentive, as well as building a network of human relations between workers, employees' loyalty contributes to urging the worker to participate in some additional activities and contribute to the charitable activities of the organization, in addition to making suggestions, continuing with the organization, adhering to the rules, following the instructions, emphasizing the quality of the outputs, and taking care of the property and resources of the organization (Radwan, 2016).

Smarżewska (2019) stated that employee loyalty is a vital value for the institution. Having loyal employees decreases turnover and increases the firm's competitiveness. Employee commitment is one of the key elements of the concept of loyalty. Commitment and loyalty are concepts that happen together. As increased commitment will lead to increased loyalty and vice versa. The study also concluded that increased employee satisfaction in the workplace contributes to an increase in the professional commitment.

Al-Baroudi (2015) added the following benefits of employees' loyalty to the organization, they are as follows:

1. The more individuals feel about their organization, the more this helps them to accept any change that is in the interest of the organization, believing that the prosperity of the organization will bring them good.
2. Loyalty helps to develop the employees' creative behavior in the organization.
3. Employees' loyalty to their organizations is an important factor in ensuring the success and continuity of these organizations and increases their production.
4. Employees' feeling of loyalty to the organization lessens the burden of superiors in guiding subordinates, as employees' respond to the instructions in a better way and then work more efficiently, which achieves trust and friendliness between the president and subordinates.

To conclude this section, focusing on obtaining employee loyalty in the workplace has tremendous benefits to the organization. Therefore, investing in employees and understanding their needs is the steppingstone to obtaining their loyalty and enjoying all the stated benefits.

## **2.8 Gaps in the Literature**

This research is set to fill a gap in the literature which is the lack of studies conducted to identify factors that affect employee loyalty in a religious institution. As pointed out in the introduction section, religion plays a significant role in affecting the way individuals live and make decisions on personal and professional levels, therefore it is expected that working in a religious institution could be different from other types of organizations when it comes to factors that determine loyalty. After conducting extensive review of the literature, it is found that there is lack of research studies that explore the factors that

influence employee loyalty in religious institutions. The results of this research will build on existing literature and expand our understanding of the concept of employee loyalty.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter starts with a description of the research design and approach, then explains the population and sampling method used in this research, followed by data collection and data analysis methods, and finally it ends with a summary to conclude the chapter.

#### **3.2 Research Design and Approach**

The philosophical presumptions that researchers bring to their research, along with the methods of inquiry, are the research design (Creswell, 2014). It is the process of organizing for data collection and assessing the evidence claims Flick (2007). It deals on every aspect, from how data collecting is chosen down to the methodologies utilized for data processing.

This study seeks to explore an issue or problem using a case as a specific illustration (Creswell & Poth, 2017). Due to its application and relevance to the topic under study, this research uses a "case study" design inquiry approach. The case study design investigation, according to Creswell (1994, p. 12), the researcher investigates a single thing or phenomena, or "the case," by gathering extensive data over an extended period of time using the interviews approach.

Due to the dearth of studies in this area, a qualitative research approach was employed to develop ideas and gain a thorough grasp of the research problem. Future

research on the derived theories could serve as a generalization tool (Creswell & Poth, 2017).

### **3.2.1 Qualitative Research**

In qualitative research, data collection takes place in the field (Bryman & Bell, 2011). It primarily depends on the viewpoint of the subject being investigated (Bryman, 1989). Instead of evaluating hypotheses, as in a quantitative approach, researchers in this field expand on them using empirical evidence. Because of this, qualitative research represents an alternative sort of knowledge (constructed knowledge), which depends on how people perceive their social environments (Stake, 1995; Bryman 1989).

The study's design is compatible with the qualitative research approach since it helps to comprehend the phenomenon in the selected case thoroughly and deeply. It is typical of case study research as well (Yin, 2014; Bryman & Bell 2011). The goal of qualitative research is to interpret phenomena in light of the meanings that different people assign to them (Marshall & Rossman 2011; Flick 2018).

This thesis uses a qualitative methodology that relies on semi-structured interviews with the study sample. Data pertaining to a certain field of study are gathered as part of the qualitative research process known as induction, and from this data the researcher develops various notions and theories. This study is thought to be better suited for a qualitative method since it provides a larger opportunity to understand the subject in greater depth and with deeper depth and meaning (Kumar, R. 2005).

### 3.3 Research Population and Sampling

The Latin Patriarchate of Jerusalem has about 2500 employees located in different locations such as Jordan, Palestine, and the occupied territories. Most of these employees work in schools that belong to the same parent institution as teachers or other administrative roles. There are 50 employees who work in the central administration of the institution. These employees were the targeted population for this case study. The employees who work in the central administration reflect the core culture of the institution generally. Therefore, targeting them provides answers for the study research questions. From the 50, the researcher interviewed 15 only as a purposive sample, who are willing to participate freely and voluntarily to this research. A purposive sampling involves consciously seeking out participant who can contribute to the subject area (Palinkas et al., 2015). Sampling choice is made purposefully to meet the aim of the research (Given, 2008). This type of sampling is used in qualitative inquiry (Flick 2018; Bryman & Bell 2011). It tends to be flexible to facilitate research and purposefully answer the research questions (Creswell & Poth, 2017).

**Table (3.1) Includes the a List of the Participants and their Details**

<b>Participant</b>	<b>Age</b>	<b>Years of service</b>	<b>Qualification</b>	<b>Job title</b>
P1	43	10 years	Jerusalem studies	Chancellery assistant
P2	52	16 years	Ba civil engineering	Director of the Engineering Department.
P3	46	23 years	Ba accounting Ma financial administration	Financial manager
P4	44	3 years	Ma social communities	Director of social department
P5	47	2 years	BA management science and accounting Ma development and conflict resolution	Head of development department
P6	40	6 years	Hotel management	Responsible of the kitchen

P7	37	4 years	Ba Computer Science	Director of information technology department
P8	24	4 months	Ba accounting	Accountant
P9	61	10 years	Businesses administration	Procurement manager
P10	43	10 months	Ma information technology	Assistant in historical archive
P11	37	1 year and 8 months	Diploma in secretary	in the kitchen
P12	36	14 years	Ba business administration	Human resources director
P13	28	1 year and 2 months	Ma business administration	Social worker
P14	38	14 years	Ba business administration	Financial control
P15	35	4 years	Ba accounting	Resolution officer

### 3.4 Data Collection Methods

In this study, in person or zoom meeting Semi-structured interviews were utilized as the primary data collection method. They help the subjects to elaborate and therefore provide the capacity to produce more information from the participant (Adams, 2015). Semi-structured interviews authorize scope for individuals to answer questions more on their own terms than the standardized interview permits, and still provide a good structure for comparability over that of the focused interview. Semi-structured interviews are the most suitable method for studying complex and sensitive fields as the interviewer has the opportunity to prepare a participant before asking sensitive questions and to explain complex ones to them in person (Kumar, R. 2005).

This study focuses on obtaining an understanding of people's perceptions and the meanings they provide for the concept under investigation, which is loyalty (Given, 2008). In-depth interviews were conducted with individuals who work in a religious institution: The Latin Patriarchate of Jerusalem. The interviews included the questions about the research subject. (Appendix 1)

### 3.5 Validity and Reliability of the Instrument

**Validity:** Basically, validity refers to how well an instrument measures what it is intended to measure. In other words, validity is how well an instrument measures what is intended to be measured (Haradhan, 2018). To increase validity, the researcher mentions the mechanism of data collection (semi-structured interviews for the sample individuals), how the categories were obtained, and clarified how decisions were made throughout the inquiry. As for controlling bias, the researcher carries out a continuous data comparison, reviewing previous literature regarding the phenomenon in order to gain multiple points of view, searching for apparent negative examples, and checking and re-examining the data. Thick descriptions were added to themes to convey research findings to the reader. Furthermore, any contrary or deviant data were included in the analysis and given a meaning so it would sound more realistic to the reader. This shows that the researcher is not looking for cases that support their theory (Given, 2008).

**Reliability:** In simple terms, research reliability refers to the degree to which you can get the same answer by using an instrument to measure something multiple times. In other words, it's about the degree to which the research method produces stable, consistent results (Taherdoost, 2016). In-person or via zoom meeting Semi-structured interviews are utilized as the primary data collection method. The questions included in the interview questions were modified several times with the research supervisor to ensure clarity. None of the participants showed any lack of understanding to the interview questions or asked for clarification during interviews, which ensured that our questions were clear, and no modifications were needed.

Recorded zoom sessions were used in the interview. Each interview session's period time was about an hour. To ensure that the research is reliable, it is significant to make it clear how the research has reached its findings (Flick, 2018). In the previous sections, the researcher warranted transparency in describing in detail the process this research went through.

### **3.6 Procedure**

An invitation letter was sent via email to all potential participants after obtaining official access from LPJ to collect data. A total of 50 letters were sent via E-mails to all potential participants but only 15 agreed to participate. After the agreement of the participants, the researcher conducted the interviews with the sample individuals. The participants, who welcomed the interviewing request, were assured that any data gathered will only be used for the purpose of the research only. Appendix (2) includes the invitation letter sent through emails.

### **3.7 Data Analysis**

Thematic analysis is used to interpret the data since it enables making connections between various concepts between the data acquired and the literature in order to make sense of the data and extract the meaning. Rubin & Rubin (2012) thematic analysis procedures were used to examine the qualitative data collected. These actions were picked because they are straightforward, well laid out, and simple to carry out. Following simple and well-understood stages in analysis improves the transparency and clarity of how themes were generated and results of this study are drawn. Thematic steps were followed to analyze the obtained qualitative data. These steps were chosen because they are simple,

well defined, and easy to follow. Following clear and well-understood steps in analysis contributes to increasing the clarity and transparency on how themes were developed and leads to drawing the findings of this study.

Once the data was collected, it was transcribed, then coded, analyzed, interpreted and verified. The process of transcribing the interviews helps us to gain more understanding of the subject. The codes applied are used to categorize or organize the answers according to the research questions and hypotheses. The data was analyzed, categorized and organized into themes and further sub-themes that emerge through the coding process (Stuckey, 2016).

To help readers understand the research findings, topics were given in-depth descriptions. To make the analysis sound more realistic to the reader, any contradictory or outlier data were also included and given meaning. By doing so, the researcher demonstrates that they are not hunting for evidence to support their theory (Given, 2008).

The themes which emerged were assigned a specific code. The next stage involved interpreting the data by identifying any reoccurring themes throughout the interview and highlighting any similarities and differences in the data. The final stage involved data verification; this process involves a process of checking the validity of understanding by rechecking the transcripts and codes again for more accurate verification (Goundar, 2012).

## Transcribing the interview data

Researchers need to take data from the spoken text (semi structured interviews) to write them for analysis. Typically, transcription involves close observation of data through repeated careful listening (and/or watching), and this is an important first step in data analysis. The interviewer can concentrate on listening and responding to the participant, without being distracted to write extensive notes. The accuracy of the transcription plays a role in determining the accuracy of the data that are analyzed and with what degree of dependability. Once the transcription is completed, an initial coding process is carried out (Stuckey, 2016).

- **Initial Line-by-Line Coding**

Coding is an essential part of qualitative data analysis that ultimately determines the themes that will be generated. Taking transcribed interview data and creating themes requires careful attention and a clear frame of mind. The purpose of data coding is to bring out the essence and meaning of the data that respondents have provided. An important feature of this process of coding is to represent codes in a way that is theoretical and analytical and not merely descriptive (Goundar, 2012).

- **Group Coding**

After the coding analysis, themes started to emerge, similar codes were gathered together. This process of coding is called group coding. In this stage, after reviewing the transcripts of different interviews, the receptive codes were eliminated. The identified codes of all interviews were listed under the themes (Stuckey, 2016).

It is crucial to explain how the research arrived at its conclusions in order to ensure that it is trustworthy (Flick, 2018). The researcher met the requirement for transparency in the earlier sections by thoroughly outlining the steps taken during this investigation. There was a thorough explanation of how the process of data analysis and theme development works.

### **3.8 Ethical Considerations**

Ethics is the study of what is right and wrong within the context of a moral framework based on obligation and duty (Nation, 1997).

The supervisor received the thesis proposal. Prior to the start of the study, the supervisor granted ethical approval. When conducting any type of research, the researcher must be constantly aware of the impact that their work will have on participants and society as a whole and must act accordingly. According to (Kumar, R. (2005). It is unethical to collect information without the participants' knowledge, as well as their articulated readiness and informed consent. As a result, the researcher made it clear to all subjects that their participation is entirely voluntary and that they are free to leave the study at any time. The researcher ensured that all participants provided informed consent while participating in this study. They were also told that they were under no obligation to answer any questions that they did not feel comfortable answering. Before the interview, participants were given advance notice, an outline of the subject was discussed, and how the information they provided would be used. The researcher assured the participants that he handled data with the utmost respect for privacy and confidentiality, that the research would not harm them, and that any data obtained would be used solely for research purposes and would not be shared with any third party.

## **CHAPTER FOUR**

### **RESULTS**

This chapter offers the results of data analysis. All themes and subthemes in this chapter are explained thoroughly and supported by participants quotes. Discussions are also provided here to show the linkage of our research findings with existing literature.

#### **4.1 Employee's Definition of Loyalty**

##### **4.1.1. Loyalty in the Workplace**

**Answers of the participants on Q1: How does an employee define loyalty in a religious institution?**

###### **4.1.1.1. Belonging to the Workplace**

Employees' loyalty in the workplace was defined by the participants as a sense of belonging to the organization or the workplace, which means doing the best during the work, as stated by (P1):

“Loyalty is that the work is only for specific times, that the employee belongs to the organization, and that he does the best he can during the work”.

The participants agreed that loyalty means that the employee feels himself part of the organization, who works is to achieve its goals. An example is the statement of (P2):

“Employee loyalty is when the employee feels himself part of the organization, without loyalty there is no teamwork, without loyalty there is no productivity”.

This result is consistent with Demott (2006) who defined loyalty as the willing, realistic, and thoroughgoing devotion to a cause or an individual, and that it is considered as the most direct emotional and behavioral expression of identification.

#### **4.1.1.2. Faith in the Message and the Mission of the Organization as a Whole**

Employees' loyalty was also defined by the participants as employee's affiliation with his job and the workplace and his faith in the message he is delivering and the mission of the organization as a whole. This is obvious in the statement of (P4):

“Employee loyalty is when the employee has an affiliation with his job and the workplace. An employee who has faith in the message he is delivering and the mission of the organization as a whole”.

Another definition of the Employees' loyalty was that it is delivering the service in the best way, and giving business and message all that is necessary, conscientiously and honestly. As stated by (P5):

“Providing what you can in the best way, delivering the service in the best way, and giving your business and your message all that is necessary, conscientiously and honestly”.

The participants agreed that loyalty is the nature of a person and all the influences that he has from home and his work experiences, and that all of this constitutes loyalty to the employee. They reported that the employee must abide by all the details of the work and in some cases give more than what the normal work system requires this is clear in the statement of (P6):

“Employee loyalty is the nature of a person and all the influences that he has from home and his work experiences, all of this constitutes loyalty to the employee. Loyalty requires that the employee has lines that he cannot cross, not in any case. The employee must abide by all the details of the work and in some cases give more than what the normal work system requires”.

Similarly, Rajput et al. (2016), defined loyalty as the employees' dedication to the organization's success and belief that working for this organization is the best choice for them.

#### **4.1.1.3. Doing the Duty in the Best Way and Adding more to the Work than Required**

Loyalty was defined by the participants as doing the duty in the best way and adding more to the work than required, as stated by (P12):

“Loyalty is a feeling that stems from within you, and that you do what is required conscientiously and honestly”.

And that the employee pays attention to himself and the organization in which he works in all respects and purposes to be worthy of the trust that was given to him as stated by (P14):

“Employee loyalty is if it is in suitable conditions for loyalty to increase”.

It was concluded that the loyal employee does not need to be monitored or followed up which is clear in the statement of (P15):

“A loyal employee does not need to be monitored or followed up”.

Another participant (P11) added that loyalty is a feeling that stems from within the person and urges him to do what is required conscientiously and honestly.

Priyadharshini & Sudhahar (2019) have a similar conceptualization of loyalty to consider it as an employee's emotional commitment to remain with a company.

#### **4.1.2 Employee's Definition of Loyalty in a Religious Institution in Particular:**

##### **4.1.2.1 Adopting the Institution's Ideology and Following the Principles of the Religion**

Loyalty in a religious institution was defined by the employees as adopting the institution's ideology and following the principles of the religion to which an employee belongs outside working hours as well, and not only during official working hours, as stated by (P1):

“In a religious institution, the employee should adopt the institution's ideology and follow the principles of the religion to which he belongs, outside working hours as well, and not only during official working hours”.

In addition, it can be said that loyalty in a religious institution depends on the mission and identity in which the institution operates. (P2) stated that:

“Loyalty in a religious institution depends on the mission and identity in which the institution operates”.

This result is consistent with Iqbal et al. (2015) who defined loyalty as employees being committed to the success of the organization and believing that working for this organization is their best option, and loyalty is the kind of faithfulness and trueness.

But participant (8) stated that loyalty is not linked to the presence in a church or in an institution outside the church, but it is something related to the environment and upbringing, like values, principles, devotion, on which the individual is brought up, whether in a church or an institution, he will apply the things that have been with him since childhood. While participant (11) stated that working in a religious institution or not working in it does not affect loyalty and belonging to it, and working in it increases belonging to it, and everything that is done more is not a loss or done for compensation, because it brings good to the employee, the group and society.

Here Loyalty was described as working more without expecting anything in return.

This result is consistent with the study of Rajput et al. (2016) who defined loyalty as the employees' dedication to the organization's success.

#### **4.1.2.2. The Convergence of Religion, Education, and Values**

Loyalty to the religious institution was also defined as the convergence of the religious idea with the idea of education and the idea of the values upon which man grows as shown in the answer of (P3):

“Loyalty to the religious institution is the convergence of the religious idea with the idea of education and the idea of the values upon which man grows”.

That means that employee who believes that he is part of the religious institution has this loyalty that stems from his belief in the work and role of the institution in which he is present, and this is obvious in the statement of (P4):

“An employee who believes that he is part of us, has this loyalty that stems from his belief in the work and role of the institution in which he is present”.

We can conclude that the loyal employee abides by the duties and responsibilities entrusted to him and try hard to fulfill the mission of the Church in serving the community in the regions where the institution is present. It is belief in the mission of the Church that results in involvement in changing society for the better. In sum, the participants agreed that loyalty is the connection to the church's mission as shown in the answer of (P7):

“That the employee abides by the duties and responsibilities entrusted to him and try hard to fulfill the mission of the Church in serving the community in the Holy Land and in the regions where the Latin Patriarchate is present. Belief in the mission of the Church and one of the results of that is involved in changing society for the better”.

Similarly, Kazem & Fadli (2020) defined loyalty as the state of unification of the worker with the organization in which he works, with its objectives and his desire to maintain his membership in it.

#### **4.1.2.3. Doing the Required Work to the Fullest Extent, with Sincerity**

The participants agreed that loyalty in the religious institution knowing the nature of the place where the employee works, knowing the employee's special sensitivity, and maintaining confidentiality, especially as working with people with sensitive positions on

the religious and social level, is to do the required work to the fullest extent, and to work with sincerity, especially since working in a religious institution. An example is the statement of (P10):

“To do the required work to the fullest extent, and to work with sincerity, especially since working in a religious institution”.

This is also clear in the statement of (P11):

“Work more without expecting anything in return”.

In addition, loyalty in the religious institution was defined as working a lot because the work belongs to the church service and for the benefit of the church, as stated by (P12):

“Loyalty is a feeling that stems from within you, and that you do what is required conscientiously and honestly. It is a kind of religious affiliation that is reflected in work, and it has many aspects such as happiness and contentment. This is reflected in the community, the home and the work as a rest and job security”.

Similarly, Tomic et al. (2018) stated that loyalty refers to having an employee connected to a particular thing in an organization. Based on this, employee loyalty is defined as the commitment to the success of the organization, and that working for this organization is the employee's best choice. So, loyal employees are loyal to the organization and are willing to do their best to provide the desired service, which has a direct and significant impact on the companies' performance (Tomic et al., 2018).

#### **4.1.2.4. Being more Professional**

Loyalty in the religious institutions was defined as being more professional. It starts from the identity of this institution and the values that must be present in the employee, employers, or those in charge of the institution and professionals. So, loyalty is built from the first day and the employees are required to be more professional, compared to another company, another international organization or a local institution. The church employee is required to be extremely professional. This is clear in the statement of (P9):

“You are required to be more professional, compared to another company, another international organization or a local institution, you, as a church employee, is required to be professional”.

The study by (Vinerean, 2015) argued that the most valuable asset of any organization is its people. Every firm should have a sound plan in place to ensure that its employees are professionally satisfied and loyal to the organization. And (Antoncic & Antoncic 2011) concluded that for a company's performance to be successful, it is critical for the development of employee loyalty that employees find challenge, interest, and a sense of success in the work they do.

#### **4.2 Characteristics of Loyal Employees in a Religious Institution: the Latin Patriarchate of Jerusalem:**

**Answers of the second question: Do you consider yourself an employee who has loyalty to the patriarchate or have loyalty to your institution?**

#### **4.2.1. They Feel Excited and Work with love, so they Work more Times than required, and they Work outside the Workplace**

The participants confirmed that they feel excited with their work, this means that they work with love and they are happy to work to their institution, they reported that loyalty to work is to give as much as possible to this institution. As example (P1) stated that:

“Knowing that I have only been working for four months, but I feel excited...”.

(P3) stated:

“with dedication and love”.

(p5) said:

“we work in it not only with a functional logic, but with love”.

(P14) also stated:

“with love, help, and work with happiness and joy”.

Considering that they are sons of the institution, and that the Patriarchate is their second home, the employees reported that they work more times than required, and they work outside the workplace. As example (P1) stated:

“I give as much as possible to this institution, and work more times than required and outside the workplace”.

(P3) said:

“we work outside working hours with love”.

(P4) also stated:

“Every time the employee does the work required of him, the tasks assigned to him, and in the right way as is required. And every time it is possible to give more than what is required”.

(P13) ensured that the employees work with all their strength and gives more for free.

According to the data set in this sub-theme, it can be seen that participants are committed to the place they work at, show high levels of loyalty, and are willing to put their maximum efforts to support the organizational success.

Al-Shawabkiah & Al-Ta'ani (2013) pointed out that organizational commitment is the main and important key to examining the extent to which the members of the organization get along with each other. Through that, they start to develop a feeling of loyalty to the place because they enjoy being there. Individuals with high loyalty towards their organizations are those who have sufficient preparations to devote more effort and dedication to their work, and constantly strive to maintain their connection and affiliation with their organization.

#### **4.2.2. They Work Honestly, they Serve People, Hear them and Help them, they Protect the Institution**

The employee who is affiliated and enjoys loyalty is honest and does the duty with love, as described by (P2) who added “and does what is required of him and more for free”.

The loyal employee sees himself as a person who has a high devotion to his workplace, according to the nature of his work. (P8) stated:

“I find myself a person who has very high sincerity”.

This type of loyalty to the institution is seen in the statement of (P3):

“This is the reason for my existence here, serving people, hearing them and helping them, and without waiting for anything in return”.

In addition, the participants said that their loyalty to the institution is represented by protecting the institution and taking care of it because it is something for them, not only for the employer or the business owner. For example, (P6) stated:

“work with happiness, not just by spending time, through your love for your job, because if you do not like your job, you will not give or produce in it”.

In a similar study by (Aboobaker et al., 2020), it was found that the workplace spirituality is positively associated with reward satisfaction, job involvement, and organizational identification and negatively related to organizational frustration.

### **4.2.3. Working for the Patriarchate Gives a Sense of Belonging to its Mission**

This sense of belonging is seen in the statement of (P7):

“The Patriarchate has refined my personality and thinking, and played a role in my professional life first, socially second and personal third, and this gave me strength and impulse to serve the mission strongly”.

And the same sense is also obvious in the statement of (P9):

“I belong very much to the mission of the Patriarchate and its work because of the spiritual and human service provided by the church. Proceeding from the difficult reality of the time and the greatest effort and the great need that exists for us to make a difference in society”.

(P10) expressed his belonging to the Patriarchate by saying:

“from the time I have been employed in my job for (6) months until now , I do not consider myself an employee but a member of the Patriarchate”.

(P11) referred to a difference between working in an ordinary institution and working in a religious institution, he said:

“If the employee has negative energy, he treats people in a nice way and is obligated and honest. loyalty will increase even more. We are in a religious institution. This is the difference”.

In addition, (P12) justified this belonging by saying:

“Loyalty to work first is to be convinced of your work, and to offer everything possible, and belonging is reflected in your work, personality and thinking, and the value is that you work in a religious institution”.

### **4.3 Differences between Loyal and Disloyal Employees in a Religious Institution**

**Answers of the Third Question: In your Opinion, what differentiate an Employee who has Loyalty and an Employee who does not have Loyalty?**

#### **4.3.1. An Employee who has Loyalty**

The participants agreed that loyalty to the work is demonstrated through working toward the institution's mission. A loyal employee puts in long hours and has extra energy. An employee who is committed to the church to which he belongs, works with love, is able to complete his job on time, gives as much as he can, adheres to the established plans, and accomplishes the institution's goal. This employee works and completes the task at hand regardless of the result, believing that it is a service to the glory of our Lord.

This is obvious in the statement of (P7) who stated:

“A loyal employee works hard, with high passion, and extra energy”.

(P9) added:

“As a religious institution, being close to people and their needs, serving schools, caring for the marginalized classes, work more based on love for this reality”.

While (P13) described the loyal employee by saying:

“The employee who is distinguished by loyalty gives and initiates more than what is required, works in all areas and submits suggestions and initiatives for the benefit of the organization outside the required work”.

(P15) added:

“A loyal employee maintains confidentiality of the work”.

Radwan (2016) also stated that the benefits of employees' loyalty to the organization represented in that employees make additional efforts in the performance of their work, beyond the specific duties, which help in the effectiveness of the organization's functions.

Being a loyal employee in a religious institution means being connected to people and their needs, working with schools. working truly without anticipating anything in return and offering completely and unconditionally without holding out for material reward, maintaining the sense of belonging to this institution. A loyal employee goes above and beyond what is required, contributes to all areas of the organization, goes above and beyond what is expected of them, protects the privacy of the job, and works in all areas.

An example of this description is seen in the statement of (P1):

“An employee who is loyal in institutions that operate within a religious ideology is committed to the church to which he belongs, not only at work time”.

It is also obvious in the statement of (P2):

“Works with love and with all humility”.

And this is ensured by (P3) who stated:

“Loyal employee is the employee who is able to do his job on time gives as much as he can, adheres to the established plans, and achieves the institution's goal. He/ She gives from heart”.

And (P4) added:

“An employee who has loyalty works and gets job done regardless of the outcome”.

This is similar to (Antoncic & Antoncic 2011) who stated that for a company's performance to be successful, loyalty and devotion are critical, and that it is critical for the development of employee loyalty that employees find challenge, interest, and a sense of success in the work they do.

#### **4.3.2 An Employee who does not have Loyalty**

The participants also agreed that an employee who is not loyal does less work and requires constant encouragement. He might not show up for work and be tardy. Slow work has demoralized non-loyal staff to the point that they are ready to quit, but they are stuck with no other options and do not want to. A disloyal employee does as much work as he receives, wastes time at work by doing nothing, delegates his duties to others, and refuses to do any extra work that is required from him.

An example of this description is seen the statement of (P1):

“An employee who is not loyal gives less work, and always needs motivation. He may be absent from work and be late to arrive....”.

(P3) also ensured this by saying:

“The employee who does not have loyalty suffers from slow work, he reached the point of despair and at the same time he does not want to leave because he does not have an alternative”.

This is also clear in the statement of (P4):

“An employee who has no loyalty works as much as he takes”.

And (P7) also stated:

“An employee who doesn't belong or feel loyal spends time at work without achievement”.

While (P11) stated:

“An employee who is not distinguished by loyalty places his responsibilities on others. The employee who is not distinguished by loyalty refuses any additional work requested from him”.

Here we can summarize the differences between loyal and not loyal employees through this table:

**Table (4.1) Differences between loyal and disloyal employees**

	<b>Loyal employee</b>	<b>Disloyal employee</b>
1.	Works toward the institution's mission, accomplishes the institution's goal.	Wastes time at work by doing nothing.
2.	Puts in long hours and has extra energy.	Works less and Requires constant encouragement.
3.	Works with love, committed to the church to which he belongs,	Ready to quit, but he is stuck with no other options and do not want to.
4.	Able to complete his job on time, works and completes the task at hand, adheres to the established plan.	Works slowly, delegates his duties to others.
5.	Gives as much as he can, regardless of the result, believing that it is a service to the glory of our Lord.	Refuses to do any extra work that is required from him, works as much work as he receives.

#### **4.4 Factors Affect Employee Loyalty in a Religious Institution:**

**Answers of the fourth question: “What are the factors that affect employee loyalty in the religious institution? What are the factors that affect loyalty in the patriarchate?”**

##### **4.4.1. The Moral Aspect**

The participants agreed that the moral side effects loyalty, i.e., serving the church that serves the people and the society in which we live is more important than money in determining loyalty. The community's assistance plays a significant role. The management's perception of the employee's motivation, the presence of healthy competition. An example of this effect is seen the statement of (P1):

“money does not play a primary role in loyalty, but rather the moral aspect, the environment plays a major role in that it tries to remember or alert the individual or employee with the help of the community, The management’s view of what motivates the employee, the presence of positive competition”.

Baykal (2019) also reported that spiritual leadership is an important managerial tool in creating a meaningful atmosphere wherein the spiritual values of individuals are appreciated and can be lived freely.

##### **4.4.2. Faith, Love for Jesus and Church**

The participants gave another aspect that effects employees’ loyalty in the religious institution, which is faith, love for Jesus, love for the church, willingness to learn from

the church, and giving without expecting anything in return are the foundations of loyalty. An example of this aspect is given by (P2) who stated:

“Loyalty is based on faith, our love for Jesus, our love for the church, our readiness to learn from the church and to give without return”.

Similarly, Héliot et al. (2020) pointed out that religious identity is tied to an array of important workplace outcomes, and that it can inform and enhance an individual's workplace decisions and contributions when there is a clear connection between occupational and religious values and behaviors.

A study by (Baykal, 2019) also concluded that religion is related to the highly structured belief systems, spirituality is defined as the closeness to God or similar national power and interdependence with the outside world and other beings.

#### **4.4.3. Cohesion and Harmony among Employees**

Employee's loyalty, productivity and focus are increased at work when there is cohesion and harmony among the staff. When the employee is heard and included in the decision-making process, this influences the employee's behavior and his capacity to meet the objectives of the business. In addition, removing obstacles so that a person feels at ease at work will increase his productivity and sense of belonging there. This is clear in the statement of (P3) who stated:

“Cohesion and harmony among employees give a psychological atmosphere for the employee to work, which increases his productivity and focus at work, listening to the employee and integrating him into the decision-making department, and all of this affects

the employee's behavior and his ability to achieve the goals of the organization. Removing barriers so that the employee feels comfortable at work, thus increasing his productivity and belonging to the workplace”.

Hatwal & Chaubey (2014) also mentioned that there are also organizational environment factors that reinforce employees' loyalty in the workplace, these are such as interpersonal relationship and job recognition, social Security, work autonomy, performance recognition, organizational work culture, promotional prospect, skill development opportunity, and involvement in decision Making.

The environment in religious institutions could be more comfortable, based on their values and principles. When one observes the accomplishments of the community and the environment, loyalty grows. The relationship between employees becomes like brothers and family. This is seen in the statement of (P11):

“Because I work for my church and my organization, not for the director. The environment in religious institutions could be more comfortable, based on their values and principles. The relationship between employees becomes like brothers and family. Lack of interest in the financial aspect, such as the salary, for example, to measure work or be satisfied with specific hours of work. Loyalty increases when seeing the achievements of the community and the surrounding environment”.

Nguyen et al. (2020) also stated that employees who have a good level of religiosity will be reflected by high motivation and dedication of work because they understand exactly what is done in the task not only expect salary or honorarium but there is a higher expectation of rewards that are far greater which is from Allah.

#### **4.4.4. Appreciation and Support**

Appreciation is necessary in addition to tangible things. Moral support is crucial for the worker. An environment for work is created by a comfortable psychological relationship between management and employees. In addition, supporting the employee's education and professional growth is ultimately regarded as supporting the organization's growth, this is obvious in the statement of (P3):

“Supporting the employee through education and developing his skills and abilities, which is ultimately considered to be the development of the organization and comfortable psychological atmosphere between management and employees creates an atmosphere for work”.

Taking care of the employee keeps the human element while giving the employee a family-like feeling. There is no other opportunity like attending the mass in the Patriarchate on days of prayer for the dead or ordinances to make the employee feels special. When the employee realizes that the Patriarchate's message is one of love and brotherhood, it inspires him to carry out his or her duties in the Patriarchate in a great and unique manner. This is clear in the statement of (P4):

“Caring for the employee makes you feel that you are in a family while maintaining the human dimension. Attending the mass in the Patriarchate on occasions of prayer for the dead or ordinances makes you feel special, and you will not get this opportunity elsewhere. When you see that the message of the Patriarchate is a message of love and brotherhood, this gives you an incentive to do the duty in a wonderful and distinctive way in the Patriarchate”.

This is consistent with the findings of Hong et al. (2019) who stated that there are nine factors that influence employee loyalty to the organization, which include harmony between individuals and organizations, salary, bonus, and estimation, also coaching and work development, the opportunity to confrontation, leadership behavior, in addition to workplace relationship, firm culture and structure, working environment, and the media.

#### **4.4.5. Personal Relationships and Interference of the Clergy or External Interference:**

The effect of personal relations on the workplace and the involvement of clergy in professional activity are elements that determine loyalty in religious institutions. The interference of the clergy may influence employee loyalty positively or negatively, this idea is most illustrated by (P9) who stated:

“The influence of the clergy in the religious institution may positively or negatively affect the work. Sometimes the clergy live a life that does not correspond to what is expected of them. The clergy interfered in an improper way, and the new employees did not understand the mechanism of work, the mission and the identity”.

The external factors, such as interference into private affairs and the curiosity about the inner workings and specifics of private employment. An example about external interference was stated by (P10):

“External influences, such as interference in private business, and the desire to know the secrets and details of private work. The nature of the religious establishment, the beliefs, and the curiosity of the surrounding people are also influential factors”.

In the same context, (Khuong et al. 2020) reported that team spirit, compensation, career development, relationship with the manager, and working environment & condition are all factors that have a positive influence on employee loyalty.

**Factors that Affect Loyalty in a Non-Religious Institution include a Pleasant Atmosphere, Comfortable Program Expenses, Fewer Hours, or Suitable Hours.**

With a non-religious institution, you can say that I just want my money. Style, or employee happiness, is not given more attention, productivity is more concerned with. The non-religious institution cares about the salary. The following statements are examples:

P3 stated:

“The non-religious institution cares about the salary, while the church works for the values that we raised on. Factors that affect loyalty in a non-religious institution include a pleasant atmosphere, comfortable program expenses, fewer hours, or suitable hours”.

Another statement was by P1:

“It is different, with a non-religious institution; you can say that, I just want my money. Style, or employee happiness, is not given more attention, while productivity is more concerned with”.

P5 also added:

“In non-religious institutions, dealings are carried out on a professional basis only, and dealings are according to the law”.

And P7 stated:

“The traditional management outside the religious institutions does not wish to reduce the gap between them and the employees”.

There was a neutral view carried by two participants who reported that there are no special considerations that exist in religious institutions, and that regardless of whether it is a religious or non-religious institution, when the work is appreciated and the employee is evaluated and praised, he will be loyal, and that anyone who is not comfortable with his work, his affiliation will decrease.

And here we can also summarize the factors that affect loyalty in the religious institution through this table:

**Table (4.2) Factors that affect loyalty in the religious institution.**

1.	The moral aspect
2.	Faith, love for Jesus and church
3.	Cohesion and harmony among employees
4.	Appreciation and support
5.	Personal relationships and Interference of the clergy or external interference.

#### **4.5 Loyalty Remains Dominant with the Existence of Work-Related Issues at the Patriarchate**

**Answers of the fifth question: If there are work-related issues that you dislike, would that affect your loyalty?**

- The Patriarchate seeks to ensure that the local community and the existing Christians live honorably. The Latin Patriarchate offers its workers numerous benefits that foster loyalty, including the protection of their legal rights at work,

prompt payment of salaries, and financial assistance. These actions together create a good work atmosphere and promote loyalty. An example of this reason was stated by (P2):

“The goals of the Patriarchate are that the local community and the existing Christians live with dignity. The Latin Patriarchate provides its employees with many factors that help loyalty, meaning that it preserves their labor rights, pays salaries in a timely manner, and helps employees financially, all of which provides a wonderful work environment and encourages loyalty”.

(P3) also stated:

“Loyalty or sincerity and dedication to work create with a person from his upbringing and from the environment in which he grew up. It is not easy to change it”.

while (P5) added:

“Loyalty is not affected; the employee must separate between work and church affiliation on the other hand”.

Similarly, (Jamsari & Hashim 2013) reported that organizations need to pay attention to employee motivation, rewards, and job security in their workplace environment to make their employees more loyal.

- Another reason is that the employees work to solve any problem that raise at work, every employee who is a part of and loves his institution has a responsibility to identify areas where there is confusion and fix these issues. This was illustrated by the statements of (P11):

“We all work for the benefit of the community. We feel happy about what we do, such as helping orphans and sending money to certain people, which gives us a sense of positivity”.

(P15):

“I start to solve the problem or issue and talk to the stakeholders, and all this does not affect my loyalty and my love for my work”.

And (P6):

“It does not affect my loyalty to my institution and I work to resolve the dispute or tell the person concerned directly. It is the duty of every employee who belongs and loves his organization to point out the points where there is a lack of clarity and solve these problems”.

In the same context, (Aboobaker et al., 2020) concluded that the workplace spirituality is positively associated with reward satisfaction, job involvement, and organizational identification and negatively related to organizational frustration

- The third reason is that the society and employed priests form a golden triangle that is the patriarchate, not only the employees of the patriarchate, but the patriarchate itself. So, loyalty describes the employee’s love for people, belief in himself, his work, his church, and his mission in the environment where he is present. This was included in the statement of (P7):

“The patriarchate is a golden triangle made up of employed priests and society. This is the patriarchate, not just the people who worked in it”.

And (P8):

“Loyalty is not related to a person. Possible with working conditions, both sweet and bitter. Sincerity is a word related to my love for people, my belief in my work, my belief in my job, my belief in my church, my belief in my mission in the place where I am present”.

Similarly, (Honiball et al., 2014) pointed that firms that nurture workplace spirituality achieve greater efficiencies, performance, and productivity in the long run.

- The final reason according to the participants is that the purpose of work is to improve the community, so. employees feel content with the work they perform, such as supporting orphans and giving donations to specific individuals, which makes them feel loyal in all circumstances. (P4) stated:

“Unease at times and in some situations, does not mean that any employee can leave the Patriarchate easily. The presence in the institution is linked to the message of the Patriarchate”.

And (P13) also stated:

“Nothing affects my work, or my loyalty. Because I don't work for people, I work to serve the church”.

And here we can also summarize the reasons why work-related issues that employees dislike would not affect their loyalty through this table:

**Table (4.3) Reasons why work-related issues that employees dislike would not affect their loyalty**

1.	The Latin Patriarchate offers its workers numerous benefits that foster loyalty, including the protection of their legal rights at work, prompt payment of salaries, and financial assistance.
2.	The employees work to solve any problem that raise at work, every employee who is a part of and loves his institution has a responsibility to identify areas where there is confusion and fix these issues.
3.	The society and employed priests form a golden triangle that is the patriarchate, not only the employees of the patriarchate, but the patriarchate itself. So, loyalty describes the employee's love for people, belief in himself, his work, his church, and his mission in the environment where he is present.
4.	The purpose of work is to improve the community, so. employees feel content with the work they perform, such as supporting orphans and giving donations to specific individuals, which makes them feel loyal in all circumstances

#### **4.6 The Reasons for Staying at the latin Patriarchate in Spite of being Dissatisfied:**

**Answers of the sixth question: If you were dissatisfied, what would make you stay at the latin patriarchate?**

- Priests as spiritual fathers add things to the atmosphere of the church and the Christian environment. This item is distinct from what is often found in institutions. The Patriarchate provides services that are unavailable elsewhere. For instance, during Corona, the Patriarchate assisted all staff in remaining in the institution. The employees feel that their positions are secure, and the Patriarchate treats its employees well, making them feel like family. The employees feel comforted because, despite how challenging the circumstances may be, they are aiding others. The service that the Patriarchate

provides is crucial for its employees and the people that the Patriarchate serves. Examples of this reason are stated by (P3):

“The thing that kept me at work from personal experience is the atmosphere of the church, and the Christian atmosphere in which we live, priests add things as spiritual fathers. This thing is different from what we find in ordinary institutions. These things are what I feel”.

(P5):

“The Patriarchate offers things that you cannot find elsewhere, for example, at the time of Corona, the Patriarchate helped all employees, in keeping them in the institution. I feel job security, and the Patriarchate provides care to the employee that makes you feel like a member of a family”.

And (P13):

“Despite the fact that there are some inconveniences, or that the salaries are low, I adhere to the patriarchate and work in it”.

Khuong et al. (2020) also ensured that team spirit, compensation, career development, relationship with the manager, and working environment & condition are all factors that have a positive influence on employee loyalty.

This was similar to Ghazaly (2016) who pointed out that organizational justice, fairness of procedures, fairness of distribution, good administrative support, training, and good interpersonal relations among colleagues in a business are vital factors to stimulate employee loyalty.

- Another reason is that while a sense of love and belonging exists, the patriarchal system also has other elements that encourage loyalty and survival. There are aspects of this religious organization that tie the employees to it, like job stability. The employees agreed that their participation in the patriarchate is related to their commitment to religious principles and the church, both of which they adore. Another big incentive to stay in it is having good relationships with everyone. This reason is clear in the statements of (P9):

“The service that the Patriarchate provides is an important thing for its employees, and the groups that the Patriarchate serves, and you feel consolation because, no matter how difficult the situation is for you, you are helping others”.

(P8):

“My presence in the patriarchate is linked to religious values and linked to the church, which I really love to serve and I love to be a part of. I would like to present a message in which I walk in the footsteps of Christ, in the footsteps of love and faith”.

(P10):

“Belonging and loving this institution is what keeps me going. Good relationships with everyone are also a strong motivation to stay in it”.

And (P12):

“Love and belonging are present, but the familial aspect of the patriarchate there are other factors that support loyalty and survival in it. Some things bind me in this religious institution, such as job security and rest at work”.

This result is consistent with (Ott & Tolentino, 2018) who stated that we must bear in mind that retention and attraction have a direct relationship, meaning it is important to hire employees who share the same values as organizational cultures.

- The employees added another reason for staying at their jobs that they strive to handle any disputes in a way that does not affect loyalty, separating issues from personal principles. They feel like being at home and this feeling makes them stay in their positions despite all challenges. If there is a problem the employee visits the human resources division and seeks for assistance in resolving the issue. Since everything is clear, there will not be a difficulty. If the matter is resolved, we will be unable to leave the location. For example, (P2) stated:

“Work in general is sometimes good and sometimes it has some problems, so the answer is to try to separate problems from personal principles, and work to resolve all conflicts in a way that does not affect loyalty”.

while (P14) stated:

“If there is a specific problem, I can solve it. I come to the Human Resources Department and ask for help to solve the problem. For a long time, there was no problem because things are clear”.

And (P15) stated:

“I cannot leave the place if there is a solution to the problem, and if the issue is not resolved, I will leave without problems, because in the end it will remain my church.

Church service is a duty, and there are things that do not satisfy me with work, but I still adhere to it, because I adhere to my church and my community”.

This result is consistent with the results of (Albahussain, 2014) who found that organizations need to realize that the human resource department is an important stakeholder; they need to put efforts to understand employees' needs to obtain their loyalty for the benefit of the organization.

And here we can also summarize the reasons for staying at the Latin Patriarchate in spite of being dissatisfied through this table:

**Table (4.4) Reasons for staying at the latin patriarchate in spite of being dissatisfied**

1.	Priests as spiritual fathers add things to the atmosphere of the church and the Christian environment. This item is distinct from what is often found in institutions. The Patriarchate provides services that are unavailable elsewhere.
2.	There are aspects of this religious organization that tie the employees to it, like job stability. Another big incentive to stay in it is having good relationships with everyone.
3.	The employees strive to handle any disputes in a way that does not affect loyalty, separating issues from personal principles.

#### **4.7 Reasons for being Connected to the latin Patriarchate**

**Answers of the seventh question: What makes you connected to this place (LP)?**

**The participants mentioned their reasons for being connected to the latin patriarchate as follows:**

- The first and most important factor was the general nature of work in the Patriarchate, where everyone knows their role and their responsibilities, there is no hostile competition, and everyone understands that their work is done in service to the community and the parish, to accomplish a lofty goal, and to assist people by taking many actions within their authority. This is obvious in the following statements:

P1:

“The general nature of work in the Patriarchate, every employee knows his job and his duty, there is no negative competition, and you know that all your work is for the service of the community and the parish”.

P3:

“To achieve a great goal, to help people by doing many things within the powers given to me”.

- The Latin Patriarchate administrative structure, rules, and internal laws, which are elements that encourage developing loyalty, are the second reason highlighted by the participants. Examples are seen in statements of:

P4:

“The environment or the existing culture may be a unit of things that make us linked to this place because it is a religious institution”.

P2:

“The Latin Patriarchate works in a professional aspect of the system, administrative structure, policies, and internal laws, as long as it has these tasks, it gives factors for building loyalty. The side that does not exist in any other institution is the side that allows the Latin Patriarchate. The factors for building the Latin Patriarchate are much more, meaning more comprehensive”.

P14:

“The general atmosphere is the most important and the nature of the employees who work with us. Currently, the church has a problem-free environment. Everyone wants to serve the church...”.

- The religious component is too strong, and the surroundings or the prevailing culture can be a collection of factors that bind the employees to this location because it houses a religious institution. To maintain the Christian presence, you have a moral duty to be involved with the church. This is clear in the statements of:

P7:

For many employees, the Patriarchate is a mother, the mother embraces. The religious aspect is too rich to be avoided. The same message is a tool in the hands of the Church and its means. This is very important to me”.

P5:

“In Jerusalem, you have a moral obligation to be associated with the Church, in order to preserve the Christian presence”.

P8:

“My faith in the church, my faith in my work, my mission and my role with our Christian families, our mission, our role, and our service to these families, I see very important things. The Church today has a great role, and through our work with the needy, we discover that dialogue relieves them of their pain”.

- The simplicity and friendliness of the staff members, as well as the nature of the clients we serve. An example is seen in the statement:

P9:

“The nature of the people we take, even the nature of the employees, their simplicity and kindness”.

- The religious institution considers salary and gratitude to be important factors. a for-profit organization that deals with ecclesiastical or spiritual issues You also grew more spiritually connected through the church. The statements of P10 and P11 are examples to of this reason:

P10:

“It's normal, I mean, I have loyalty to another job because I am in a religious institution, so I have an extra too. Salary and appreciation, which are reasons that are considered weighty in the religious institution, as I am in a private job, with a ratio of (40-50%). A profit-making institution that has something to do with ecclesiastical or spiritual matters, I mean, you brought something that is not in a second store and with other jobs”.

P11:

“Other than the physical connection, in connection with the church, other than that, you also became closer to your spirituality”.

#### **4.8 The role of the human resources department in general in any organization in order to increase employee loyalty**

**Answers of the tenth question: Do you think that the human resources department in general in any organization has a role to play in order to increase employee loyalty?**

The majority of the respondents stated that there is a major role played by human resources in any organization in general, where they agreed that human resources can help improve the employee's mood and encourage him to work more. It confronts them and works to improve behaviors, which contributes to motivating the employee to provide more, enhances his belonging and loyalty, and increases his comfort at work. Human resources have the most important role, which is the common link between all work departments, and it is responsible for resolving any conflict or misunderstanding that occurs between employees. The respondents also reported that human resources work to protect and revitalize the organization and put the right people in the right places, as well as help employees in their work. There is also a very important role indicated by the respondents, which is that it organizes work in terms of laws, activities, employee development activities, cooperation with management, linking employees to each other, and works to strengthen the bonds of trust and bonds of love between employees.

The following statements are examples:

P1:

“Yes, and for sure, HR can help improve the employee's mood, and encourage him to work more”.

P4:

“Of course, motivating the employee, so that he gives more, enhances his affiliation and loyalty, and increases comfort at work. Work to ensure that there is consistency in work between human resources and management”.

P7:

“The role of human resources is very important, and they have an important role in working with the rest of the departments in the institution. It has an important role in solving problems”.

P9:

“Human resources have the most important role, which is the common link between all the departments, and it is responsible for resolving any dispute or misunderstanding that occurs between employees”.

P10:

“It is important in terms of the employee himself or the administration, as human resources work to protect the organization, revitalize it, and put the right people in the right places. On the part of the employee, human resources are the refuge to find solutions to some cases in which problems occur”.

P11:

“Of course, the staff of the Human Resources Department is important so that all individuals can see the results of their work, which enhances the values of loyalty in it”.

P12:

“The Human Resources Department organizes the work in terms of laws, activities, employee development activities, cooperation with the administration and the link of

employees to each other. Human resources have a great role in strengthening the bonds of trust and bonds of love and in building specific activities”.

One of the respondents indicated that he does not see an important role for human resource management in increasing loyalty. He stated:

P13:

“I do not see that there is an important role for the human resources department in increasing loyalty”.

#### **4.9 The Role of the Human Resources Department in the Patriarchate in order to Increase Employee Loyalty**

**Answers of the eleventh question: In the patriarchate, does the human resources department have a role to play in order to increase loyalty?**

Most of the respondents believed that the human resources in the Patriarchate help in enhancing belonging and loyalty among employees by organizing spiritual activities and giving employees permission to attend the festive mass during working hours, so that employees feel that they are actually working in the church. Some respondents also indicated that the role of human resources management in the Patriarchate lies in preserving the employee's physical and mental health and providing the appropriate atmosphere for positive, constructive work. There are several ways through which human resources in the church enhance employee loyalty and affiliation, such as the Patriarchate coordinating with the Human Resources Department to hold workshops that contributed to bringing employees closer to each other. As harmony between the employee and the

administration and the psychological atmosphere had a positive impact on loyalty to work in the church, human resources solve problems, listen to employees, organize activities that bring employees together, and break barriers between them, to increase love between employees and maintain a family atmosphere, which provides the religious institution with a greater opportunity for rapprochement between employees. As well as by increasing communication between departments and employees, applying church policies such as events and activities, as well as dealing with employees in a different and enjoyable way.

The following statements are examples:

P1:

“The department organizes spiritual activities and it can give the employees permission to attend the ceremonial mass during working hours, so that the employee can feel that he is actually working in a church, and I personally feel that the HR helps remind us of loyalty”.

P2:

“The Human Resources Department works to maintain the employee’s health which is very important and mental health as well. It is necessary that we believe in good health in terms of a healthy feeling and atmosphere, and always have a work environment that encourages positivity. Loyalty encourages the employee to overcome problems and difficulties”.

P3:

“The Patriarchate worked in coordination with the Department of Human Resources to hold workshops that contributed to bringing the employees closer to each other, and there was harmony between the employee and the administration. Furthermore, the psychological atmosphere had a positive impact on the work in the church”.

P6:

“Yes, by solving problems and hearing employees. Through activities that bring employees together, break down barriers between them, to increase love among employees and maintain a family atmosphere. The religious institution gives more opportunity for rapprochement between employees if the (HR) does its work”.

P7:

“Increasing communication between departments and employees”.

P8:

“The Human Resources Department applies of the policies that we talked about as a church, as events and activities, as well as dealing with employees in a different and pleasant manner”.

P9:

“At the same time, the department works on developing and maintaining existing relationships between team members. The religious aspect of the liturgy and ceremonies is also affiliated with the organization of human resources”.

P10:

“It increases the type of loyalty, when the upset person reaches the human resources office and gets his right even if it is not completely, and when he is psychologically comfortable, he will certainly not think about this problem that has happened to him and he will be more loyal and more productive to work in his job”.

P12:

“The Human Resources Department is trying to increase the interdependence that exists between employees, and this is of course related to the existing non-functional activities, and this is of course from human resources and dealing with management”.

However, one of the respondents believed that human resource management had no effect on job loyalty, as the activities carried out by the department belong to the employee and his home and are not reflected in work, as shown he statement below:

P13:

“The Human Resources Department does not know what the employee thinks, so it has no effect on job loyalty. The activities carried out by the department belong to the employee and his home and are not reflected in the work. For example, they do a spiritual exercises or something like that, but does this employee take it for his job and vice versa for his job. However, the employee does not benefit from it and does not reflect it on his work”.

These results are consistent with Hermansyah et al. (2022) who clarified that in organizations, the way human resources are managed affects loyalty, and that the primary

aim of managing human resources is to ensure that the company has skilled and dedicated employees who are loyal to the organization and motivated to achieve a stable competitive advantage.

The results are also consistent with (El Saghier, 2015; Boudreau, Hopp, McClain & Thomas, 2003) who concluded that by effectively completing human resource management practices (such as recruitment, selection, appraising, and development) employee loyalty in the workplace will be enhanced. And (Uzair et al., 2017) who mentioned other HRM practices such as job analysis, training, career planning, and compensation have a significant influence on employee loyalty.

## **CHAPTER FIVE**

# **CONCLUSIONS, RECOMMENDATIONS, AND IMPLICATIONS**

### **5.1 Conclusions**

The primary goal of this study was to redefine employee loyalty and see how it differs between ordinary and religious institutions. The main purpose was further subdivided into two sub-purposes: the definition of a loyal employee and the factors influencing employee loyalty. The study was able to better understand employee loyalty and answer our research questions through a qualitative study in which respondents from the Latin Patriarchate in Jerusalem were interviewed.

The following are the study's findings, based on selected related theories and data gathered during interviews:

First of all, the new definition of loyalty in the religious institution includes adopting the institution's ideology, following the principles of the religion, the convergence of religion, education, and values, doing the required work to the fullest extent with sincerity, and being more professional. We can conclude that loyalty to work is demonstrated through working toward the institution's mission.

A loyal employee is committed to the church to which he belongs, works with love, able to complete his job on time, gives as much as he can, adheres to the established plans, and accomplishes the institution's goal. This employee works and completes the task at

hand regardless of the result, believing that it is a service to the glory of our Lord. While an employee who is not loyal does less work and requires constant encouragement. A disloyal employee does as much work as he receives, wastes time at work by doing nothing, delegates his duties to others, and refuses to do any extra work that is required from him.

The factors that affect employee loyalty in the religious institution include the moral aspect, faith and love for Jesus and the church, cohesion and harmony among employees, appreciation and support, personal relationships, and Interference of the clergy or external interference.

Work-related issues that employees might dislike might give them a feeling of discomfort, but they will not affect their loyalty to the institution.

Factors affecting employee loyalty in a religious institution are different from any other type of institution: The main factor in religious institutions is that work ultimately belongs to the church and the service of the God Almighty.

The religious aspect affects and improves employee loyalty by providing more psychological comfort and safety. The spiritual component is distinct in the religious institution, respect and appreciation are the most important considerations in addition to the feeling of being in a family. In a religious institution, the employee feels that he serves the church regardless of productivity.

The first and most important factor for being connected to the Latin Patriarchate was the general nature of work in the Patriarchate, where everyone knows their role and their responsibilities, there is no hostile competition, and everyone understands that their

work is done in service to the community and the parish, to accomplish a lofty goal, and to assist people by taking many actions within their authority.

The department of Human Resources in the Patriarchate helps enhance belonging and loyalty among employees by organizing spiritual activities and giving employees permission to attend the festive mass during working hours so that employees feel that they are actually working in the church. The role of human resources management in the Patriarchate lies in preserving the employee's physical and mental health and providing the appropriate atmosphere for positive, constructive work. There are several ways through which human resources in the church enhance employee loyalty and affiliation, such as the coordinating to hold workshops that contributed to bringing employees closer to each other, and solving work problems.

## **5.2 Recommendations:**

### **5.2.1 For Ordinary Institutions**

- In light of these findings, we advise organizations to meet the needs and desires of their staff in order to enhance employee loyalty.
- Organizations must work to recognize the loyalty of employees and make them aware that their firm recognizes and appreciates their loyalty.
- In order to provide the necessary positive working environment, management should also pay attention to employee engagement. Support from direct supervisors, proper logistics, and a sense of belonging may enhance productivity as employee engagement levels raise.

- Given that there is a substantial positive relationship between human relations, employee loyalty, and performance, the institutions must create interesting job content that encourages employee creativity because this can result in both higher employee engagement and performance.

### **5.2.2 For religious institutions**

- They should take the results of this study in consideration in terms of policymaking with regard to different HR functions that affect employees such as recruitment, performance appraisal, as well as incentives.
- Religious institutions would do well to improve their human relations, look at their personal development initiatives.

## **5.3 Implications:**

### **5.3.1 Theoretical Contributions**

The study's findings provide new knowledge and perspectives to the field by asking employees how they regard loyalty and what variables make them more or less loyal to their company. Although some factors influencing employee loyalty have been investigated in previous studies, the purpose of this study was not to confirm previously determining factors, but rather to determine whether the factors mentioned in the interviews are the same as from the chosen theories or if some adjustments can be made. Given that most prior study on the subject has been performed quantitatively, the results of our qualitative interviews can provide more in-depth knowledge of loyalty than, for example, questionnaires.

This research will contribute to the literature and expand the understanding of the concept of loyalty in a culture that pays a great deal of importance to religion. It will give richness to the concept of loyalty in a context that lacks research in this area, i.e., religious institutions. The results of this study will redefine the concept of loyalty and identify factors that determine it, which could be different from the factors that can be found in another type of institution.

### **5.3.2 Managerial and Social Implications:**

This study contributes to the knowledge about employee loyalty which can be useful for organizations, managers, and employees themselves. Organizations and managers may benefit from having loyal employees, they would then plan to remain at the organization or institution, are prepared to execute at a high level, and have shared positive words about the organization.

Managers may encourage loyal conduct and discourage disloyal behavior by understanding how both loyal and disloyal personnel act. To have an impact on the amount of loyalty their employees have, it is also necessary to understand which elements have a greater influence than others.

For the benefit of the employees themselves, it is essential for the company and its management to understand the value of having loyal employees and how to increase employee loyalty.

It is crucial for an employee at an organization to feel heard and valued, as well as to have managers who listen when an employee is unsatisfied or wants to grow competence. As a result, this thesis and its findings can also be helpful from a social

standpoint, as they have the potential to improve the situation for employees by motivating managers to treat them well and provide characteristics that boost employee loyalty.

Considering the large amount of money required for recruitment, some of these expenses may be avoided and spent on other areas that would enhance the situation inside the firm when companies have devoted workers that want to stay.

The study would help religious and ordinary organizations in understanding various underlying causes that influence employee loyalty.

Most of the participants in the survey said they were devoted to their institution. The current study has revealed how loyalty plays a significant role in assessing an employee's performance and also considers loyalty from the viewpoint of the employee. This has immediate effects on the entire organizational performance; hence it is crucial that businesses make loyalty a significant component of their performance evaluation. This would aid the company in keeping its most devoted employees, thus affecting how well it performs as a whole.

The study will give religious and ordinary institutions a perspective while developing their human resource policies, because the study will inform them of the effects different factors have on employee loyalty.

## **5.4 Limitations and Future Research**

The first limitation was related to the geographical area that was focused on to interview the participants working in the Latin Patriarchate of Jerusalem, the results' applicability to other cities or nations may be impacted by this limitation. Therefore, one of the recommendations for further study is to carry out comparable investigations in other cities or nations to ascertain whether loyalty is perceived similarly or differently. A fascinating topic for further research would be to examine how cultural variations affect loyalty.

Given that the majority of this study's responders are men, despite the fact that this was not the intention from the start, future research might go more into the relationship between the concept of loyalty and the elements that influence it, as well as how this may alter between genders.

To acquire more accurate results in future investigations, the sample size might be raised.

Finally, because this study employed a qualitative technique to go deeper into the concept of employee loyalty, other studies using quantitative methods might test the findings and enhance the conceptual model.

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## Appendix (1)

### Interview protocol and interview questions

#### 1. Interview Protocol: (Rubin & Rubin, 2005)

- A. Introduce yourself as a researcher, provide information about research and why is it important.
- B. Ensure participants that all data collected will be used for research only and their identities will not be revealed (all data will be anonymous) and data collected will not be shared with any party.
- C. Break the ice by saying something that relaxes the interviewee.
- D. Start with general questions and then dig deeper.
- E. At the end of the interview, the researcher should indicate that they are grateful for the time and ideas the interviewee has shared. keep the door open for further discussion or questions to ask if the interviewee wish to ask or anything.

#### 2. Interview questions:

Interview questions are based on the research questions developed for this study and after reviewing literature in this area. **Participant will be asked to answer questions based on their experience working at LPJ only.**

- **The Research questions for this study are:**

5. How does an employee define loyalty in a religious institution?
6. What are the key factors that affect employees' loyalty in such a context?

7. Are the factors affecting loyalty different from other types of organizations in terms of the factors described because it is a religious institution?
8. Does the human resource management department have a role to play in this sense? and what would be that role in institutions such as the Latin Patriarchate?

**There are set of interview questions created to answer each research question:**

**Research question 1:** How does an employee define loyalty in a religious institution?

Interview questions for this question:

- A. Could you please describe “employee loyalty”?
- B. Do you consider yourself as a “loyal employee”?
- C. (If the answer is ‘yes’ or ‘no’, in both scenarios ask the participant to explain their answers)
- D. In your opinion, what differentiate a loyal employee from other employees at LPJ?  
( i.e based on what do you classify employees at LPJ as loyal or disloyal)

**Research question 2:** What are the key factors that affect employees’ loyalty in a religious institution such as LPJ?

Interview questions for this question:

- A. In your opinion, what are the factors that affect employee loyalty in a religious institution such as LPJ?
- B. If there are work-related issues that you dislike at LPJ, would that affect your loyalty? (If they answer ‘yes’ or ‘no’, in both scenarios ask the participant to explain their answers)

C. If you were dissatisfied, what would make you stay at LPJ?

**Research question 3:** Are the factors affecting loyalty different from other types of organizations in terms of the factors described because it is a religious institution?

Interview questions for this question:

- A. Do you think that the factors affecting employee loyalty in a religious institution such as LPJ would be different from any other type of institution? (Here, asks the participant to explain their answer? Why did they say that?)
- B. What makes you connected to this place (i.e., LPJ)?
- C. Have you ever thought of working elsewhere? (If the answer is ‘yes’ or ‘no’, in both scenarios ask the participant to explain their answers)
- D. Do you have experience working in any other institution before LPJ? (if the answer was yes asking the participant to elaborate how they felt working in that institution and how they feel now working at LPJ—if the answer was no move to the next question)

**Research question 4:** Does the human resource management department have a role to play in this sense? and what would be that role in institutions such as the Latin Patriarchate?

Interview questions for this question:

- A. Do you think the HR departments have a role to play to make employees loyal to any organization? (Ask the participants to explain their answers, if yes what would be their role, if no why did they say that)

B. At LPJ, do you think the HR department has a role to play to make employees loyal? (if the answer is 'yes' or 'no', in both scenarios ask the participant to explain their answers)

\*\*\*\*\*Before the start of the interview, **there are Demographic Information need to be collected about participants:**

1. Participant name
2. Participant education degree
3. Participant Gender
4. Participant age
5. Participant Job title at LPJ
6. Participant years of service at LPJ

## **Appendix (2)**

### **Invitation Letter**

Dear Colleagues, Greetings in Christ

Two years ago, I started studying for a master's degree in Human Resources Management at the Arab American University - Ramallah, and the topic of my thesis is: "Redefining Employee loyalty in the Workplace: In the Case of Religious Institutions, and as a Special Case of the Latin Patriarchate - Jerusalem".

Out of my gratitude to the Latin patriarch, I thought to dedicate my efforts and studies to our church, which we love and venerate with all honor.

And after obtaining your approval, and since I am in the stage of collecting data that is based on the research sample, which is the staff working in the General Agency building in Jerusalem, I hope that you will cooperate to conduct interviews through the Zoom program because I am unable to come face-to-face to Jerusalem.

I inform you that I have now reached the stage of data collection, and my research sample is the employees working in the main administration building in Jerusalem, and the collection of this data will be after your approval within interviews that will take place by necessity because I am unable to come to Jerusalem, and how I wish to meet you face to face because of my love for you and thank you for all your efforts.

Through these interviews, general questions will be asked about the subject of job loyalty, its definition and influences on job loyalty, and the importance of the role of human

resources in promoting the values of loyalty in institutions, especially religious ones. The second aspect of the question is the nature of work in a religious institution and what distinguishes it from working in institutions that are not characterized by a religious character.

Finally, I thank you very much, and I hope to obtain your consent to actively participate in these interviews, and I assure you that the names of the participants in the interviews will not be mentioned, but only the content of the answers will be used in the letter.

And thank you for your appreciated efforts.

Your brother, Salam Haddad

## الملخص

يهدف هذا البحث إلى دراسة العوامل التي تؤثر على ولاء الموظفين في مؤسسة دينية، وإبراز الاختلافات بين ولاء الموظفين في المؤسسات الدينية وغير الدينية، والربط بين ولاء الموظفين في المؤسسات الدينية وقسم الموارد البشرية في المنظمات.

اعتمدت هذه الدراسة على المنهج النوعي، لان النتائج المهمة عندنا هي نوعية هذه النتائج، وهذه المنهجية لها بعض المزايا وبعض العيوب، ومع ذلك فهي أكثر دقة وتعرض جانب الولاء من قبل الموظفين بطريقة محددة.

أشارت نتائج هذا البحث إلى أن الأفكار والمبادئ الدينية لها تأثير نسبي على التعريف الجديد لولاء الموظفين في المؤسسات الدينية، أو بعبارة أخرى، أن القيم الوظيفية في المؤسسات الدينية يمكن أن تتأثر بالمبادئ الدينية.

إن الأخلاق والإيمان ومحبة يسوع المسيح والكنيسة، والتماسك والانسجام بين الموظفين، والتقدير والدعم هي عوامل تحدد الولاء في المنظمات الدينية. هناك أيضا اعتبارات عملية مثل الثناء والترقيات، فضلا عن العلاقات الشخصية بين الموظفين.

لقسم الموارد البشرية دور كبير في أي مؤسسة بشكل عام، يمكن أن يساعد في تحسين مزاج الموظف وتشجيعه على العمل أكثر، كما يمكنه العمل على تحسين السلوكيات، مما يساهم في تحفيز الموظف على تقديم المزيد، ويعزز انتمائه وولائه، ويزيد من راحته في العمل. الموارد البشرية هي الرابط المشترك بين جميع أقسام العمل، وهي مسؤولة عن حل أي تعارض أو سوء فهم يحدث بين الموظفين.

تساعد الموارد البشرية في البطيريركية في تعزيز الانتماء والولاء بين الموظفين من خلال تنظيم الأنشطة الروحية والحفاظ على صحة الموظف الجسدية والعقلية، وتوفير الجو المناسب للعمل الإيجابي والبناء.

الكلمات المفتاحية: إدارة الموارد البشرية، ولاء الموظفين، تصورات الموظفين، إدارة الموارد البشرية، المؤسسات الدينية.