

The Contributing Factors towards Employees' Loyalty

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Abstract

The commitment and loyalty occupy considerable of the similar theoretical concepts. However, loyalty spread out further than the basic philosophies of commitment in two ways, first, the personal choice paradigm adopts the literature of commitment and an employee considers rational analysis alternatives to commit or not to commit to an institution. On the other hand, loyalty brings together a normative component into the association as it is generally described as a responsibility. Researchers concern themselves with measuring the extent to which employees feels commitment toward their institutions. Loyalty, however, suggests mutuality, while commitment is generally conceptually situated inside the individual, loyalty exist in further at the connection of a relationship. Individuals must accept a fluid approach, in the workplace, to evaluating the demands of loyalty as background and associations alteration. It is difficult if not impossible, without addressing this fluidity, to predict attitudinal or behavioral outcomes of individuals' perceptions that others have been disloyal or loyal. The loyalty has received considerable attention from philosophers; it is, of course, not simply a philosophical abstraction. It is also a cognition held by a person to characterize his or her relationship with another person.

Keywords: Loyalty, Empowerment, Participation, Socialization, Employees

1. INTRODUCTION

Most employment relationships are premised on some form of explicit written contract that specifies minimal expectations for both employer and employee. However, organizational scholars have recognized that employees be likely to develop a set of prospects about their association with the employer that extends beyond any official agreement, but that is however supposed to involve genuine responsibilities (Sungmin, Park, Henkin & Egley, 2005). In result, this set of perceived but unwritten obligations and promises has been termed the psychosomatic agreement. Though, loyalty was conceived as encompassing more than just commitment, commitment remains an important element of loyalty. The employees' lack of commitment is behind much of the behavior responsible for poor services and high costs (David, Hart & Jeffery, 2007). The organizational commitment (OC) responds the degree to which employees recognize themselves with organizational membership, values, goals and intend to solid efforts to reach the mission of the organization (Reda and Dyer, 2010). The literature revealed that there is a dire need to develop a comprehensive model for professional teacher that will prepare them for high standards of professional achievements. In the present competitive environment, all professions demands formulation of guidelines and standardization.

1.1 The Employees' Empowerment

The employee empowerment has become very much significant while framing the policies pertaining with development strategies and socio-economic credibility of the academic institutions. The empowerment has become a multidimensional phenomenon which enfolds both socio-economic and psychological parameters, which are explicitly linked. The empowerment imparts both psychological and power for prospective management based upon employee own perception and skill. It is that power of an employee by which does not only motivate rather lead his/her co-worker (Stander & Rothmann, 2010). It is that extent of mindset by which the employee can format his/her own course of action to achieve the goal as set by the institution. In this regard, he/she becomes able to communicate and assert with the client with a more convincing manner to sustain the policies as furnished by their high ups. The psychological empowerment, in the current conceptualization is defined as a motivational concept expressed in four perceptions: competence, meaning, autonomy and impact. In this context, the empowerment means any determination to offer abilities and probabilities to teachers to perform such activities that enhance the teaching and the academic standard as well (Sahar & Bagher, 2011). The aim of current is to investigate the impact of empowerment on employees' loyalty in the higher educational institutions.

1.2 The Employees' Participation

Generally, the employee' participation is defined as a procedure in which inspiration is common among the individuals who are hierarchically unequal. "The participatory management practice equilibrums the participation of high ups and their subordinates in problem solving activities, decision making and information processing". It develops the efficiency and productivity basis, assuming that there is a direct relation between the involvement employees in work outcomes and decision making such as the increased productivity and loyalty (Fletcher and Kaufer, 2003). The employees' participation in the process of decision making can fulfill the needs

and increase the performance and motivation of the employees. The present study determines the impact of employees' participation on the employees' loyalty. In Pakistan, due to limited data availability, very inadequate work is done in this area. "On this subject, one could find many research studies but when we discuss Pakistan' institutions, we are at the deep end of the research resources" (Jennifer & Karen, 2004). The fact that employees in the institutions are becoming key to strategic decision making appears reasonably indisputable even in the context of Pakistan.

1.3 The Employees Socialization

The socialization is the process by which the new employee in the organization becomes accustomed from outsider to integrated and effective insider. When an employee crosses the organizational limits, it takes place, whether this is internal or external. The organizational socialization includes changes in the relationships, attitudes, improvement of new knowledge, values and abilities, skills and the improvement in suitable frameworks of intelligence (Cooper, Van & Anderson, 2004). "For both employees and organizations, the organizational socialization has a significant concern for numerous reasons; abandoning to socialize new employees has shown to have significantly destructive impacts, showing high levels of unmet expectations with newcomers which in turn, being related with negative behaviors and poor attitudes as well as turnover at higher levels" (Amy, McMillan & Capehart, 2005). Socialization, broadly conceived, is the process of developing in persons those attitudes, beliefs, expectations, values and capacities that are necessary for the successful and compatible performance of social roles in specified social systems.

2. DISCUSSIONS

In the field of human resource management (HRM), the employee's participation is an important area of research. The employee participation has the capacity to develop the decision making quality by increasing the involvement, promoting the loyalty, developing motivation, communication and cooperation in the workplace (Komal & Tahir, 2007). The social psychology has strained upon the benefits of the team members involvement in the process of decision making. The loyalty at the higher level of the team members increases work motivation and willingness to follow the decisions have been recognized as the leading benefit of such an approach. Though, the related literature on the employees' participation in institutional decisions making has infrequently associated such participation to workplace safety (Badariah, 2011). The emphasis has been mostly on such values of the employees' participation by means of quality, job satisfaction, job performance and loyalty. In spite of the general observation that applying the employees' participation into management practice is advantageous, the systematic evaluations of the psychosomatic research have not directed to clear conclusions (Sima & Pourreza, 2013).

The institutions gradually recognized that employee is the only key to their achievement and success and realize the employee and employer association as an equally useful progression. The socialization well-defined, how an institution addressed the welfares and interests of its workforces and how that was reflected in its own interest (Judeh, 2011). The socialization facilitated both the employees and the institution to come across their needs and wants. For new employees, it is very critical when they first join an institution. The basic principle of institutional socialization practices is that the nature of a new employee early experience is vital to his tuning to the new setting (Perrot, Talya & Roussel, 2012). The new employee, when joins the institution, may face many problems, the institution should focus on how to diminish his/her fear and uncertainty. The effective socialization in the institution raises emotional attachments towards the institution. Moreover, in the process of socialization, the social interactions with co-workers are also needed (Ziaadini & Hashemi, 2013). Through efficient socialization program, the successful institution, tries to make over the new employees into established institutional employees.

The socialization is the continuous process through which an employee comes to gain the social knowledge, expected behaviors, abilities and values which is vital for assuming their role and participating as a member of the institution. "This definition, as with virtually all definitions of this concept, emphasizes the importance of socialization as being important in helping the person successfully adjust to the people and culture of an organization" (Taormina, 2004). In most research regarding the socialization concentrated on its process, but the conceptual idea exposed the different contents of socialization. "In the latter approach, four dimensions of socialization were described, namely, training, understanding, coworker support and future prospects. In relation to these socialization domains, a theoretically important aspect of employee adjustment to organizational culture that has been largely missing from socialization research is that of the needs of the employees" (Cooper et al., 2006). The socialization comprises the well-designed objective of facilitating the employees fit into the institution that employ them while the socialization content areas should be associated to positive characteristics of both the employees and of the institution.

The empowerment is a key concept of the management model presently vogue in the modern world. In this context, the subject of empowerment leading to loyalty has become the main topic in the curricula of the

management sciences (Stander & Rothmann, 2010). In this regard, various techniques are elaborated to comprehend the spirit behind the empowerment, employing which in the future leadership become well aware of their jurisdictions in the field. The empowered employees are becoming asset of the educational institution as their efficiency level gets enhanced and ultimately the output as well. The empowerment is a multi-dimensional phenomenon regarding the number of employees in the institution (Kaid, Kamal, Nawawi & Asma, 2012). An empowered employee may perform efficiently equivalent to many staff members those which are weak in their ambition to work. Therefore, the empowerment may result in the shedding of the employees thus bringing the financial benefits to the institution. A significant degree of empowerment lead to a successful team and ultimately the whole phenomenon culminates at a broader vision and a higher output (Gulsah, 2014). Parallel to it, the empowerment out-rightly changes the entire working format of the institution as it inculcates motivation, dynamism and loyalty among the employees.

3. CONCLUSION

In a specific workplace, the loyalty consists of personal and professional investment, as shown by specific behaviors that designate additional work and attitudes as well. An employee is committed to his/her job not only in relations of his occupation but also with the community in which they interacts. The loyalty measures commitment, sense of pride, acceptance, possession and employee engagement in the institution. It encourages recognition for a job well done, support among co-workers and performance towards achievement. The employees' enthusiasm, competence and interpersonal and communication skills should be a role model that both cognitive and affective motives can co-habit side by side. The employee ought to afford his time and space by being available for coworkers. The literature revealed that management should be regarded as the main measure of effective teaching and training which nurtures the employees' participation by establishing a creative working environment.

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