INTERNATIONAL JOURNAL OF
**Ethics &
Society**

Original Article

Designing a Model of Organizational Loyalty among Employees Based on Ethical, Social, and Personality Components

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Abstract

Introduction: Given the environmental conditions and the complexity of factors affecting organizational behavior, designing indigenous models to identify and strengthen the ethical components of employees' organizational loyalty holds significant importance. This study aimed to design a model of organizational loyalty among the staff employees of the Lorestan Province Department of Education, considering ethical, social, and personality components.
Material and Methods: This study is classified as qualitative research. The research population included management professors, administrative managers, and experts with experience in teaching or managing in the field of organizational behavior in Lorestan Province. Using purposive or judgmental sampling, 15 individuals were selected as the research sample. Data collection tools included library studies to develop the theoretical framework and review the literature, semi-structured interviews to extract expert opinions, the Delphi technique for aligning and clarifying viewpoints and determining theoretical consensus, and finally, a questionnaire to validate the conceptual model. The collected qualitative data were analyzed using coding and thematic analysis.
Results: Ultimately, the research model was developed based on the extraction of seven components (motivational, ethical leadership, environmental, empowerment, acceptability, innovation, and organizational ethics) and 62 codes.
Conclusion: Overall, according to the final model of the present study, organizational loyalty is the result of a systematic interaction among ethical, social, and personality variables. Therefore, simultaneous attention to external organizational and intra-personal factors through supportive policies, training development, improvement of the managerial structure, and strengthening of organizational culture can lead to increased employee loyalty and productivity.
Keywords: *Organizational loyalty, Organizational ethics, Motivational factors, Managerial factors, Ethical leadership*

How to Cite: Dalvand A, Pour Hosseini E, Ebrahimi Z. Designing a model of organizational loyalty among employees based on ethical, social, and personality components, Int J Ethics Soc. 2025; 7(2): 48-59. doi: 10.22034/ijethics.7.2.48

INTRODUCTION

In today's world, which is marked by increasing scientific, technological, and social complexities, the role and mission of organizations have become more vital and decisive than ever before. The challenge of responding to the evolving expectations and needs of society has highlighted the significance of human resources as the driving force of organizations [1]. Efficient, committed, and motivated human resources are considered the key factor in achieving organizational goals, growth, and dynamism—something that holds even greater importance in the field of education [2].

Education, as the most important institution for cultivating skilled and committed human capital

and for developing social capital, relies on employees who possess high levels of organizational loyalty and commitment [3]. Today, employees are more concerned than ever with personal development, career position, and their professional future, and their retention in organizations depends on factors such as job satisfaction, managerial support, advancement opportunities, and organizational justice. Organizational loyalty, as a desirable attitude and behavior, is the outcome of the interaction among justice, trust, commitment, and motivation, and it results in increased productivity, participation, reduced turnover intention, and the emergence of citizenship behaviors [4].

Credible definitions regard employees' organizational loyalty as the full utilization of their capabilities and capacities to achieve goals, taking responsibility, putting in extra effort, and even defending the organization when facing external threats. This loyalty encompasses emotional, behavioral, and ethical dimensions that encourage individuals to remain within the organization and strive to advance its goals [5]. Loyalty-based behaviors include adherence to norms and regulations, active participation, offering constructive suggestions, adapting to changes, and even forgoing better job opportunities to maintain their current position [6].

Individual factors such as personality traits and values, as well as organizational factors such as the prevailing ethical climate, policies, ethical leadership, and structure, play a major role in shaping organizational loyalty [7]. Higher levels of loyalty are directly linked to job satisfaction, job performance, and collective commitment among employees, and they lead to outcomes such as reduced recruitment and training costs, and enhanced organizational reputation and efficiency [8]. While numerous domestic and international studies have proposed various models to explain organizational loyalty, most of them are based on non-native cultures and contexts [9, 10]. However, each region's specific cultural and social conditions necessitate unique, localized dimensions and indicators.

Lorestan Province, with its distinct cultural and economic characteristics and the prominent role of its education system, requires a native and specific model of organizational loyalty tailored for its administrative workforce [11]. Moreover, the importance of ethical components affecting organizational loyalty must be examined with careful attention to the local culture. Ethical components play a crucial role in nurturing strong employees, building internal organizational communication, aligning with employees' perspectives, and fostering efforts toward competence development. Emphasizing ethical components within organizations—by creating values, promoting ethical awareness, empowering individuals, adopting participatory management, and fostering an appropriate organizational climate—encourages organizational health, honesty, trustworthiness, value-driven behavior, ethical decision-making, and fair conduct in all situations [12].

While many studies have been conducted on the ethical, social, and personality components affecting organizational loyalty and its modeling in various organizations [8, 13–15], evidence shows that a serious gap exists in identifying and modeling organizational loyalty among the administrative staff of Lorestan's Department of Education. This gap has led to confusion in human resource policymaking and difficulties in retaining and motivating this organization's staff. Given the pivotal role of education in the social and cultural development of Lorestan Province, designing and formulating an indigenous model of organizational loyalty—one that incorporates ethical, individual, environmental, managerial, motivational, and organizational dimensions—is of critical importance.

The present study aims to identify the key indicators and influencing factors and, by utilizing theoretical and empirical literature as well as mixed-method approaches, provide an effective and practical model for enhancing the loyalty of Lorestan's educational administrative staff. This effort seeks to take a meaningful step toward achieving organizational goals, improving efficiency, and developing the organization's human capital.

MATERIAL AND METHODS

In this study, a qualitative approach was employed to design and test a model of organizational loyalty among the administrative staff of the Lorestan Province Department of Education. This approach was chosen to comprehensively utilize qualitative, exploratory, and theoretical capacities in addressing the research objectives.

From the perspective of its purpose, the research is classified as applied, as its findings can be used to address real-world issues in human resource management within the education sector. In terms of data collection, the study is descriptive–exploratory, meaning that without the researcher intervening in the variables, the model of organizational loyalty is explained solely through the analysis of data and expert opinions.

The research population included management professors, administrative managers, and experts with experience in teaching or managing in the field of organizational behavior in Lorestan Province. Using purposive or judgmental sampling, 15 individuals were selected as the research sample.

The data collection tools included: Library studies to develop the theoretical framework and review the literature, Semi-structured interviews to extract expert opinions, the Delphi technique to align and clarify viewpoints and reach theoretical consensus, and finally, a questionnaire to validate the conceptual model.

The qualitative data collected were analyzed through coding and thematic analysis.

RESULTS

In many qualitative studies, the review of sources and documents is considered an integral part of the data collection process and plays a key role in enriching the theoretical foundations and research framework. Table 1 presents the results of the literature review conducted for the present study.

Table1: Codes and indicators extracted from the library study

	Indicators		Indicators		Indicators
1	Adequate salary and wages	79	Increasing employee knowledge	157	Satisfying the need to be seen
2	Benefits and rewards	80	Mastery and familiarity of employees with the organization's rules and regulations	158	Helping subordinates
3	Meeting the needs of employees	81	Professional development	159	Reward and appreciation
4	Compensation for services	82	Achievement of learning opportunities	160	Clarity of how to progress in the organization
5	Personal benefits and interests	83	Employee knowledge, skills, and professional attitude	161	Internal motivation
6	Perceived replacement cost	84	Ability, knowledge, and skills of the individual in the organizational position	162	Intrinsic motivation
7	Reducing costs	85	Opportunity for growth and learning	163	Non-financial external reward
8	Organizational profitability	86	Creating an educational environment for employees	164	Financial external reward
9	Economic condition	87	Receiving appropriate feedback during and after work	165	Opening the field of mentality and thinking for creativity, innovation and flourishing

10	Reducing harmful economic effects	88	Providing opportunities to gain experience	166	Encouraging high success
11	Infrastructures	89	Training employees in numerous skills and fields	167	Creating motivational factors
12	Providing services in the form of various cooperatives	90	Regular investment in employee growth	168	Appropriate service compensation
13	Job security	91	Opportunities for training and career advancement	169	Creating a real feeling that the employee is a member of the family
14	Continuous improvement of efficiency	92	Opportunities to work on challenging assignments	170	The organization treats employees like a real partner
15	Organizational justice	93	Opportunities to learn new skills	171	Providing outstanding service quality
16	Organizational climate	94	Organizational communications	172	Considering the employee's value more than his profit for the organization
17	Existence of close monitoring of employee performance	95	Good communications between employees	173	Creating a system for changing the employee's department
18	Continuous improvement of work processes	96	Positive relationships in communication with oneself and other employees	174	Responding quickly to employee feedback
19	Control system	97	Respect and acceptance by others	175	Providing fringe benefits for employee enjoyment
20	Attraction system	98	Need for mutual respect between senior managers and employees	176	Fair job evaluation
21	Improvement system	99	Interdependencies	177	Job retention
22	Service strategy	100	Amount of employee suggestions and opinions	178	Organizational commitment
23	Recruitment of people based on meritocracy	101	Transparency of relationships	179	Interest in the job
24	Definite responsibility structure of employees	102	Interaction	180	Feeling of belonging to the organization
25	Improvement of organizational atmosphere	103	Participatory behaviors	181	Accepting more responsibilities
26	Organizational competence	104	Social participation	182	Doing more work
27	Selection of managers with transcendent virtues	105	Social support	183	High desire to stay in the organization
28	Organizational transparency	106	Sense of being social	184	Desire to continue working with the organization
29	Clarity and specificity of organizational goals	107	Company image	185	Strong belief in the organization's values
30	Organizational size and volume	108	Attention to social obligations	186	Great effort to achieve the organization's goals
31	Organizational characteristics	109	Public interests	187	Employees' attention to organizational issues
32	Organizational retention of outstanding employees	110	Social status of the organization	188	Understanding the organization's cultural problems
33	Quality of work life of employees	111	Social exchange	189	Paying attention to the organization's policies
34	Job position	112	Rate of referrals for employment in the organization	190	Influencing employees in the organization's programs
35	Job content	113	Family status	191	Correct and appropriate approach in critical situations
36	High work efficiency	114	Place of residence	192	Organizational trust
37	Organizational sustainability	115	High commitment to family	193	Adherence to rules and accountability to officials
38	Organizational platforms	116	Lack of employment in the community	194	Getting involved in the work

39	Information technology	117	Family position	195	Creating attachment to the organization
40	Employee retention	118	Volunteering to supervise the organization in events	196	Feeling the organization's problem as your problem
41	Delegation of authority	119	Personal and behavioral characteristics of employees	197	Recommending this job to others
42	Leadership and management style	120	Creativity and innovation	198	Employees' lasting relationship with the organization
43	Independence and freedom of action	121	Commitment	199	Self-satisfaction
44	Respect for employees	122	Responsibility	200	Emotional attachment to the job
45	Transformational leadership	123	Self-efficacy	201	Achieving your career goals with this job
46	Employee participation programs	124	Resilience	202	Positive experience with the employer
47	Management principles	125	Self-esteem	203	Employees' enthusiastic references
48	Implementation of strategic plans	126	Unjustified absences	204	Respect for your job in the industry and society
49	Creating opportunities for initiative and innovation for employees	127	Individuals' internal desires	205	Spirituality in the organization
50	Attracting human resources satisfaction	128	Satisfaction with the type of work	206	Ethical standards
51	Method of employing organization members	129	Flexibility	207	Ethical loyalty
52	Recognizing employees and their relationships with them by colleagues	130	Cooperation	208	Realistic job previews
53	Recognizing employees and their relationships with them by managers	131	Resistance to psychological harm	209	Adherence to ethical values
54	Employee participation in organizational decision-making	132	Education level	210	Ethical values the hidden origin of decision-making
55	Shaping work culture	133	Individual's judgment of their abilities	211	Religion
56	Job stability	134	Extra-role behavior	212	Ethical dimensions
57	Protecting organization members	135	Self-worth	213	Perfection
58	Leadership effectiveness	136	Individual characteristics	214	Identifying needs and expectations
59	Assessing the value of the applicant	137	Mental health	215	Consequentialism
60	Teamwork	138	Hard work	216	Retention and exit or resignation
61	Attention to details	139	Obedience	217	Consolidation
62	Identifying factors of disloyalty	140	Proactivity	218	Seeking ways to improve work at work
63	Maintaining positive correlation	141	Attention to personal obligations	219	Work scheduling
64	Demonstrating the organization's professionalism	142	Voluntary sacrifice	220	Commitment to the personal development of employees
65	Effective management of employee time	143	Limited tendency to opportunism	221	Providing information for good decision-making
66	Importance of employee efforts to improve performance	144	Purposeful effort in the workplace	222	Planned career path
67	Analysis of cultural indicators in employee programs	145	Favorable working environment	223	The way to achieve goals
68	Building employee trust and loyalty	146	Physical conditions of the workplace	224	Development of competencies
69	Reducing risk	147	Working hours	225	Career development
70	Clear understanding of job responsibilities	148	Health and safety hazards	226	Future-oriented view of the organization

71	Employee participation in implementing organizational goals	149	Noise	227	Long-term success
72	Paying attention to employee personality	150	Crowding	228	Forecasting and planning
73	Consulting	151	Extreme heat and cold	229	Marketing and advertising tools
74	Training	152	Workplace and facilities	230	Development of a plan
75	Empowerment system	153	Providing a great work environment	231	Individual return to work (profit) during the probationary period and the first year of employment
76	Opportunity to gain knowledge through the experience of others	154	Promotion opportunities	232	Job fit with skills and inclinations
77	Appropriate educational programs	155	Essential travel	233	Employee expectations of future growing relationships
78	Creating insight and awareness	156	Maintaining employee morale and vitality		

Subsequently, to gather the required data, semi-structured interviews were conducted with experts and specialists from universities in Lorestan Province. The interview questions were designed as open-ended so that participants could freely and without restriction express their views and experiences. In selecting experts and specialists to participate in the qualitative research process, criteria such as the following were considered: Relevance (having the necessary expertise to respond to the research questions), Reputation (being recognized in the field of the study topic), Theoretical knowledge (sufficient mastery over the dimensions and components of the subject under investigation), Occupational and positional diversity (involvement in various relevant roles and levels), and Motivation to participate in the study. After conducting the interviews, the collected data were summarized and coded, and indicators related to organizational loyalty were extracted. These are presented in Table 2.

Table2: Codes and indicators extracted from the interview

	Indicators		Indicators
1	Voluntary religious responsibility	62	Job enrichment
2	Sacrifice for the sake of organizational interests	63	Positive values of the work unit
3	Religious values in the organization	64	High attachment to the organization even in difficult and difficult conditions
4	Institutionalization of ethics	65	Minimum counterproductive and service behaviors
5	Spiritual support	66	Supporting the organization's identity in different times and places
6	Meeting high-level spiritual needs	67	Feeling of loyalty to leaders and the organization as a whole
7	Attention to values (subcultures)	68	Interest and enthusiasm for doing additional work
8	Responsibility for personal growth	69	Pre- and in-service training
9	Compliance and conformity to planned organizational changes	70	Proper and appropriate training
10	Desire to follow organizational guidelines	71	Skills development (learning and application)
11	Fair reward	72	Knowledge sharing model
12	Welfare facilities	73	Operational knowledge
13	Payment system	74	Strengthening individual competence
14	Efficient incentive system	75	Non-portable training
15	Basic design for salary and wages commensurate with experience	76	Strategic synergy
16	Material support	77	Establishing fair standards
17	Adapting income to conditions	78	Avoiding discrimination
18	Spiritual leadership	79	Equal organizational justice in the scope of employees' work
19	Attention to the dignity and status of employees	80	Work-life balance
20	Culture of politeness and respect	81	Performance evaluation

21	Culture of kindness and consideration for others in the organization	82	Political stability
22	Correctness in the organization	83	Rule of law
23	Culture of honesty	84	Individual and organizational support platforms
24	Management and leadership	85	Individual, occupational, and organizational barriers
25	Delegating tasks based on competence	86	Individual and organizational results and consequences
26	Desirable supervision	87	Effective evaluation system
27	Good work environment	88	Flexible working hours
28	Conflict resolution	89	Lack of stress
29	Ordinary order	90	Insurance and retirement
30	Electronic human resource management	91	Learning work environment
31	Innovative strategies	92	Organizational dynamics
32	Reducing sudden changes	93	Creating organic relationships in the organization
33	Role ambiguity	94	Compatibility of individual and organizational goals
34	Management competence	95	Organizational reputation and credibility
35	Collaboration (Talent Management)	96	Rules and regulations
36	Favorable Competitive Environment	97	Entrepreneurial orientation
37	Applying Higher Supervision	98	Inappropriate atmosphere (background and context)
38	Applying Multidimensional Supervision	99	Trust in the decision-making process
39	Social Insight	100	Ambiguity in career development
40	Social and Cultural Contexts	101	Work tools
41	Social Support	102	Standards and norms
42	Support from Colleagues	103	Attracting talents and specialists
43	Cooperation (helping others and companionship)	104	Suitable housing
44	Intrinsic Characteristics	105	Travel arrangements
45	Benevolence	106	Possibility of early retirement
46	Fear of Future Change	107	Employee-manager communication
47	Service History	108	Support for joint activities and group cohesion
48	Self-interest (selfishness)	109	Voluntary alignment with a group
49	Superiority (competition)	110	Team thinking factors
50	Adaptability (studying and explaining conditions)	111	Nature of communication
51	Understanding Differences (emphasis on the problem and tolerance)	112	Overall average of teamwork
52	Having Special Privileges	113	Development of communication in work groups
53	Alignment with Change (adaptation, effort and effort)	114	Friends at work
54	One-dimensionality (welfare seeking)	115	Creating motivation
55	Understanding Reality and Rationality	116	Desire to progress
56	Self-confidence	117	Mental image (positive mindset)
57	Happiness	118	Belief in enjoying work in the organization
58	Amount of Investment in Job	119	Informal environment (acceptance)
59	Intra- and Extra-Role Performance	120	Ending well
60	Job Content and Nature	121	Hoping for improvement
61	Job Diversity	122	Job achievement-oriented

The results of the extraction and categorization of ethical components and dimensions related to organizational loyalty, obtained through semi-structured interviews with experts and university specialists in Lorestan Province, are shown in Table 3.

Table3: Ethical components and dimensions extracted from the interview

	Factors	Indicators		Factors	Indicators
1	Normalization	1-7	8	Sense of belonging	64-68
2	Adaptation and accommodation	8-10	9	Teaching and belonging	69-76
3	Economic factors	11-17	10	Justice and equality	77-80
4	Ethical leadership	18-38	11	Organizational ethics	81-106

5	Social factors	39-43	12	Communication skills	107-114
6	Personal characteristics	44-59	13	Motivation	115-122
7	Job characteristics	60-63			

Delphi Technique Findings

To apply the Delphi technique, following the collection and coding of indicators and categories obtained from the two stages of semi-structured interviews and literature review—and after eliminating duplicate codes—a questionnaire was developed to assess the relationship between the extracted codes and indicators and the research topic. This questionnaire was distributed to experts and specialists at Lorestan universities. The first-round Delphi questionnaire included 355 codes and indicators.

In the second stage of the Delphi technique, based on expert opinions from the first round, 180 codes and 11 components received the necessary scores to be retained in the questionnaire. Therefore, the second round of the Delphi was conducted using this set of codes and components.

In the third stage of the Delphi technique, based on expert feedback from the second round, 80 codes and 7 components received sufficient scores to be retained in the questionnaire. Hence, the third Delphi round proceeded with this final set. In this third and final round, 67 codes and 7 components successfully met the required threshold to be included in the construction of the organizational loyalty model for the administrative staff of the Lorestan Department of Education (Table 4).

Table 4: Codes approved by experts for designing data collection templates and tools

|	Codes		Codes
1	Appropriate salary and wages based on experience	35	Promoting kindness and consideration for others in the organization
2	Reducing costs and meeting employee needs	36	Promoting honesty and integrity in the organization
3	Welfare facilities and fringe benefits	37	Delegating tasks based on competence
4	Content and nature of job	38	Management competence
5	Planned career path	39	Desirable competitive environment
6	Organizational ethics	40	Desirable communication between employees and managers
7	Opportunity for promotion and advancement in the organization	41	Taking into account employee suggestions and opinions
8	Intrinsic motivation	42	Correct and appropriate approach in critical situations
9	Appropriate compensation for services	43	Empowerment system
10	Feeling of belonging in the organization	44	Creating insight and awareness
11	Fair job evaluation	45	Receive appropriate feedback on and after the job
12	Hope for improvement and a happy ending	46	Provide opportunities to gain experience
13	Social position of the organization	47	Regular investment in employee growth
14	Continuous improvement of work processes	48	Knowledge sharing pattern
15	Clarity and specificity of organizational goals	49	Responsibility
16	Quality of work life of employees	50	Satisfaction with the type of work
17	Effective evaluation system	51	Flexibility
18	Identification of needs and expectations	52	Extra-role behavior
19	Job enrichment	53	Hard work
20	Work planning and scheduling	54	Service history
21	Job suitability with skills and inclinations	55	Having special privileges
22	Organizational dynamics and learning	56	Happiness
23	Entrepreneurship tendency	57	Investment in the job
24	Trust in the decision-making process	58	Achievement-oriented job
25	Promoting the positive values of the work unit	59	Attention to social obligations
26	Delegating authority and freedom of action	60	Cooperation (helping others and companionship)
27	Ethical leadership	61	Sense of belonging to the organization

28	Teamwork and employee participation in the organization	62	Strong belief in the organization's values
29	Implementing strategic plans	63	Employee influence in the organization's programs
30	Shaping work culture	64	Involvement in work
31	Job stability and reducing sudden changes	65	Emotional attachment to the job
32	Identifying factors of disloyalty	66	Feeling of loyalty to leaders and the organization as a whole
33	Maintaining positive solidarity	67	Sacrifice for organizational interests
34	Paying attention to the dignity and status of employees		

Table 5: Components approved by experts for designing data collection templates and tools

	Factors		Factors
1	Motivational factors	5	Social factors
2	Organizational ethics	6	Personality factors
3	Ethical leadership	7	Attachment factors
4	Educational factors		

After confirming and finalizing the 67 codes and 7 components by experts and university professors in Lorestan Province, the components and dimensions identified based on the codes included: Motivational factors, Organizational ethics, Ethical leadership, Educaional factors, Personality factors, Social factors, Attachment-related factors.
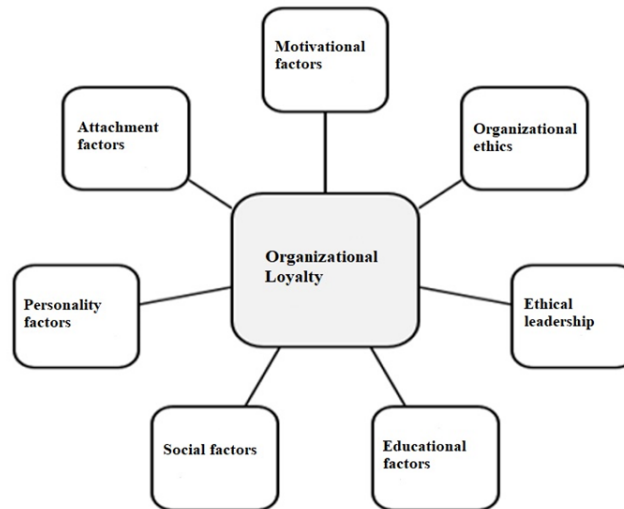
Figure 1: Organizational loyalty model

DISCUSSION

The results of the present study indicate that organizational loyalty among the staff of the Lorestan Province Department of Education is a multidimensional phenomenon influenced by seven key components: motivational factors, organizational ethics, ethical leadership, educational factors, personality traits, social factors, and attachment-related elements. This model is the outcome of a systematic process utilizing the Delphi technique and the participation of educational experts in the province. It was developed based on expert analyses and quantitative validation (Kendall's coefficient of concordance), leading to conceptual saturation.

Within this framework, the crucial role of motivational factors—such as rewards, job satisfaction, career advancement opportunities, and clear communication of expectations—was

particularly evident. The findings showed that employees who tangibly perceive these elements demonstrate a greater sense of belonging and satisfaction with the organization and are less likely to leave. This outcome aligns with the findings of previous studies in this field [16, 17].

Organizational ethics, including organizational justice, appropriate structure, and transparent strategies and processes, were also identified as fundamental bases of employee loyalty. Ethical leadership, managerial support, and employee participation in decision-making (managerial factors) contribute to strengthening organizational belonging and cultivating a culture of loyalty—findings that are consistent with previous research [18, 19].

One of the most significant findings of the study was the importance of personality factors, such as individual commitment, conscientiousness, responsibility, intrinsic motivation, and alignment with organizational values. Unlike many earlier models that primarily emphasized external factors, this study confirmed the complementary and effective role of internal factors as acknowledged by the experts. Accordingly, human resource selection and development should be based not only on professional competencies but also on personality traits related to loyalty—again, in line with previous research [20, 21].

Educational factors, including learning opportunities, skill development, and professional knowledge enhancement, were also among the most influential components. Creating pathways for professional advancement increases job security and employee attachment to the organization—findings supported by prior studies [22].

Social factors, such as effective interpersonal interactions, participation in groups and organizational social networks, and a sense of solidarity, help build organizational social capital. Additionally, attachment-related factors, like emotional commitment, pride in being part of the organization, and belief in its goals and values, contribute to the internalization and sustainability of organizational loyalty. These findings are also consistent with prior research [23, 24].

Based on the findings of this study and the proposed model, the following recommendations are presented:

Revising recruitment and retention policies: It is recommended that, in addition to professional qualifications, attention be given to personality traits such as commitment, responsibility, and alignment with organizational values during the recruitment process in order to institutionalize organizational loyalty.

Developing motivational programs: Given the pivotal role of motivational factors in enhancing loyalty, it is advisable to establish transparent reward and promotion systems, provide career development opportunities, and continuously recognize and appreciate employee achievements.

Enhancing employee participation and empowerment: Creating avenues for meaningful employee involvement in decision-making, improving managerial transparency, and delegating authority appropriately can foster a stronger sense of organizational belonging.

Improving in-service training: Delivering targeted, practical training focused on modern skills, professional development, and the enhancement of individual and organizational capabilities will help boost employee loyalty and reduce turnover intentions.

Strengthening social interaction and team spirit: Cultivating a positive atmosphere for collaboration, group participation, mutual support, and the formation of effective work teams is a key factor in promoting organizational cohesion and attachment.

Improving organizational structure and ethics: Implementing justice-oriented policies,

decentralization, process transparency, and a culture that reinforces shared organizational values will ensure the sustainability of employee loyalty.

Organizing workshops on organizational loyalty: Designing and conducting workshops focused on loyalty-related factors and the successful experiences of leading organizations can raise awareness and improve employees' attitudes in this area.

CONCLUSION

Overall, based on the final model of the present study, organizational loyalty is the result of a systematic interaction between ethical, social, and personality-related variables. Therefore, simultaneous attention to both external organizational factors and internal individual traits—through supportive policies, training development, improvement of managerial structures, and the reinforcement of organizational culture—can lead to increased employee loyalty and productivity.

ETHICAL CONSIDERATIONS

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interests.

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