

-RESEARCH ARTICLE-

## HUMAN RESOURCE MANAGEMENT PRACTICES AND THEIR IMPACT ON NORMATIVE LOYALTY: A FIELD STUDY IN THE DIRECTORATE GENERAL OF EDUCATION IN NINEVEH GOVERNORATE

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### —Abstract—

This research endeavoured to discern the influence of human resource management (HRM) practices on normative loyalty within the Directorate General of Education in Nineveh Governorate (DGENG). To fulfil the study's objectives, a meticulously crafted questionnaire was developed and disseminated among all personnel stationed within the human resources units and departments constituting the organizational framework of the aforementioned directorate. The sample size encompassed a total of 211 male and female employees. Employing the Statistical Package for the Social Sciences (SPSS) software, the researchers conducted both descriptive and inferential analyses to address the research inquiries and assess its hypotheses. As a result, the study established a statistically significant relationship, at the designated significance level of  $(0.05 \geq \alpha)$ , between HRM practices and normative loyalty. Several recommendations were proffered in the study, emphasizing the imperative of continuously enhancing HRM practices to foster the advancement and motivation of individual competencies, skills, and dedication within the DGENG.

**Keywords:** Polarization, Selection, Training, Performance Evaluation, Normative Loyalty, Directorate General of Education in Nineveh Governorate.

### INTRODUCTION

The DGENG stands as a pivotal institution, meriting heightened attention and further research endeavours, as underscored by [Yasin \(2023\)](#). In order to elevate and

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differentiate the quality of services and initiatives catered to a broad and significant demographic comprising employees, educators, educational supervisors, specialists, and students across diverse educational tiers, concerted efforts are imperative, as emphasized by [Allawi et al. \(2024\)](#). Consequently, this study endeavours to delineate the pivotal roles of human resource management (HRM) practices, encompassing polarization, selection, training, and performance evaluation, elucidating their significance in fostering, fortifying, and augmenting normative loyalty among organizational employees.

DGENG is dedicated to delivering superior services while cultivating normative loyalty among its workforce, as advocated by [Younis et al. \(2023\)](#). This commitment necessitates the optimal utilization of organizational resources to foster a conducive work environment characterized by innovation and the harnessing of individual and collective energies, as highlighted by [Hussein et al. \(2021\)](#). The present study aims to achieve several objectives. Firstly, to assess the level of human resource management practices within DGENG as perceived by its employees. Secondly, to gauge the extent of normative loyalty among DGENG employees from their perspective. Lastly, to examine the correlation between human resource management practices and normative loyalty within DGENG.

The researchers anticipate that this study will contribute significantly to the existing body of knowledge concerning the multifaceted impact of human resource management practices—namely, polarization, selection, training, and performance evaluation—on augmenting normative loyalty within DGENG. Consequently, this research has the potential to enhance the repository of Arab literature in the domains of human resources management and normative loyalty. The findings of this study offer valuable insights to decision-makers within public organizations at large, with particular relevance to DGENG, regarding the efficacy of human resource management practices in fostering normative loyalty. Its practical significance resides in the actionable insights and recommendations it will furnish, thereby benefiting leaders within DGENG and other organizational contexts alike.

## REVIEW OF LITERATURE

Human resource practices wield substantial influence over employee performance within any nation, as highlighted by [Suliman et al. \(2023\)](#). When employees are motivated within an organization, they tend to demonstrate loyalty towards it, underscoring the significance of managerial efforts to incentivize strategic work behaviours, as posited by [Sarfraz et al. \(2023\)](#). Conversely, a lack of motivation among employees poses a challenge to their performance, emphasizing the importance of addressing employees' needs strategically to spur exceptional performance, as discussed by [Hensellek et al. \(2023\)](#). Elevated motivation levels empower employees to

strategically pursue their objectives, a critical aspect for organizational success. Moreover, fostering unity among employees within contemporary firms is imperative for achieving exceptional performance, as advocated by [Purwanto \(2022\)](#). Strategic enhancements in employee performance yield significant impacts on overall organizational effectiveness.

Furthermore, the meticulous selection of employees based on merit, devoid of favouritism, is essential for ensuring appropriate workplace conduct and performance, as argued by [Khan et al. \(2022\)](#). Merit-based selection practices not only motivate employees to excel but also contribute to improving overall organizational performance. Therefore, modern firms must prioritize the selection of employees based on their competencies and experience, as emphasized by [Ullah et al. \(2022\)](#), thereby fostering an environment conducive to enhanced performance and favourable opportunities for professional growth.

Equally crucial is the provision of comprehensive training programs to employees, facilitating skill development and fostering a positive mindset conducive to improved performance, as suggested by [López-Cabarcos et al. \(2022\)](#). Strategic interventions from the human resource department are indispensable in selecting employees who are adept at strategic performance, as noted by [Rao et al. \(2022\)](#). Thus, ensuring that selection processes align with organizational goals is vital for fostering a culture of excellence and maximizing employee performance.

Employees are expected to demonstrate both motivation and loyalty towards management, as noted by [Sarfraz et al. \(2022\)](#). In contemporary organizations, it is imperative for management to furnish employees with adequate resources to facilitate their continual learning and skill development, thereby enabling them to effectively navigate market challenges, as posited by [Chang et al. \(2022\)](#). Aligning employee efforts with market demands is essential for ensuring organizational stability and adaptability, highlighting the pivotal role of human resource departments in managing employee affairs to foster reliability in their performance, as articulated by [Msuya et al. \(2022\)](#).

Strategic enhancements in employee performance are crucial, yet it is equally essential to maintain employee motivation for optimal output. Motivating employees to confront business challenges promotes improvements in their behaviour and performance, as emphasized by [Raza et al. \(2022\)](#). Providing health-related benefits and insurance further incentivizes employees to enhance their performance strategically by ensuring their well-being and security, as suggested by [Raza et al. \(2022\)](#). Facilitating opportunities for employee performance improvement through strategic measures and motivational initiatives is essential for fostering reliability and enhancing overall performance, as advocated by [Ahmad et al. \(2022\)](#). Moreover, the top management's

role in motivating employees cannot be overstated, as it significantly influences performance outcomes. However, ensuring employee accountability is essential to ensure that performance aligns with market requirements, as highlighted by [Park et al. \(2022\)](#). Offering training programs and external support aids in bolstering employee performance reliability, as it equips them with necessary skills and knowledge, as posited by [Idris et al. \(2022\)](#). Additionally, competitive salaries commensurate with market standards are crucial for fostering employee loyalty and enhancing performance. Therefore, management must prioritize this aspect to strategically improve employee performance and allegiance to the organization.

Strategically, high turnover intention among employees poses detrimental implications for any business entity, as emphasized by [Alam et al. \(2021\)](#). Consequently, it becomes imperative for management to instil motivation among employees, fostering a productive and reliable relationship between them, as articulated by [Alawaqleh \(2021\)](#). Collaborative efforts between employees and management are instrumental in facilitating behavioural improvements among employees, underscoring the importance of positive managerial behaviour in enhancing employee performance, as noted by [Rani et al. \(2021\)](#). Moreover, the cultivation of employee loyalty becomes essential when employees are motivated to undertake tasks, as highlighted by [Amjad et al. \(2021\)](#). Factors such as discrimination or non-competitive salaries in the market contribute to employee turnover intention, emphasizing the significance of fostering a credible work environment conducive to achieving strategic goals. Organizational efficacy sees improvement as employees enhance their performance, further underscoring the importance of reliable employee effort over time, as proposed by [Sharma et al. \(2021\)](#).

A positive working attitude among employees is cultivated when they are highly motivated to improve performance, necessitating strategic advancements in training practices, as advocated by [Heslina et al. \(2021\)](#). Conversely, lack of motivation and active engagement among employees pose challenges to standard performance, as highlighted by [Al-Swidi et al. \(2021\)](#). Establishing good relationships with employees is imperative to ensure their positivity towards reliable performance, mitigating the propensity for job switching, particularly in instances where opportunities for behavioural improvement are lacking, as discussed by [He et al. \(2021\)](#).

Strategically enhancing employee behaviour towards work loyalty is critical, with factors such as salary and insurance also playing pivotal roles in improving performance, as suggested by [Zhao et al. \(2021\)](#). Consequently, the human resource department shoulders a critical responsibility in facilitating employee performance, strategically motivating employees and fostering necessary performance under positive top management support, as proposed by [Amjad et al. \(2021\)](#). Thus, it is imperative for business human resource departments to implement effective policies

conducive to enhancing employee performance. Subsequently, hypotheses are formulated based on the insights garnered from previous studies.

**H1:** *There is no statistically significant effect at the significance level of human resources management practices represented by (polarization, selection, training, performance evaluation) on normative loyalty in the DGENG.*

**H1a:** *There is no statistically significant effect at the significance level of polarization on normative loyalty in the DGENG.*

**H2b:** *There is no statistically significant effect at the significance level of selection on normative loyalty in the DGENG.*

**H3c:** *There is no statistically significant effect at the significance level of training on normative loyalty in the DGENG.*

**H4d:** *There is no statistically significant effect at the significance level of performance evaluation on normative loyalty in the DGENG.*

## METHODOLOGY

The study's population and sample encompassed all employees within the human resources departments and units of the DGENG. Following the requisite approvals, questionnaires were disseminated to all employees within these organizational units, totalling 223 male and female employees. Upon thorough examination and categorization of the received questionnaires, it was determined that 12 questionnaires lacked essential data and information necessary for statistical analysis, rendering them unsuitable for inclusion. Consequently, the final sample size comprised 211 male and female employees. The distribution of respondents is delineated in [Table 1](#).

The researchers employed a descriptive analytical approach to elucidate, analyse, and interpret the data and information gleaned from the target sample. This involved the conversion of qualitative data and information into quantitative form, enabling measurement and analysis. The study was conducted without imposing any constraints or restrictions that could influence its outcomes, ensuring its validity within the authentic operational milieu of the DGENG. A meticulously designed questionnaire, tailored and validated specifically for the study's objectives and hypotheses, was utilized. These hypotheses were established by the researchers and adhered to a significance level ( $\alpha$ ) of 0.05, corresponding to a confidence level of 95%, to guide the interpretation of test results.

The data and information utilized in this study were sourced from various academic materials, including reference books, research articles, master's theses, and doctoral dissertations pertinent to the themes of human resources management practices and normative loyalty. Additionally, reports and other scholarly documents exploring the study's topics and variables were incorporated. These resources were instrumental in establishing the scientific foundations and enriching the theoretical framework of the study.

Furthermore, primary data collection was conducted through the development and administration of a specialized and precise questionnaire, meticulously crafted by the researchers to align with the study's objectives and thematic areas. This questionnaire comprehensively covered all facets and subjects underpinning the main hypothesis and sub-hypotheses delineated in the study's theoretical framework. Through rigorous analysis and interpretation, these data facilitated the exploration of relationships and impacts between variables central to the study.

**Table 1: Distribution of Study Sample Members According to Personal Variables (n=211).**

Percentage	Repetition	The Level	“Variable
63.5	134	Male	Gender
36.5	77	feminine	
100.0	211	The Total	
19.9	42	Less then 20 years	Age Group
21.8	46	From 20 to Less than 30 years	
36.0	76	From 30 to Less than 40 years	
12.8	27	From 40 to Less than 50 years	
9.5	20	50 years and Over	
100.0	211	The Total	
19.0	40	Preparatory School or Less	Qualification
14.7	31	Diploma	
5.7	12	Higher Diploma	
47.9	101	Bachelor's	
8.5	18	Master's	
4.2	9	Ph.D	
100.0	211	The Total	
28.0	59	Less than 5 years	Number of years of Job Service
25.6	54	From 5 to Less than 10 years	
22.7	48	From 10 to Less than 15 years	
23.7	50	15 years and Over	
100.0”	211	The Total	

The researchers assessed the stability of the study tool by calculating Cronbach's Alpha for internal consistency. The reliability coefficients (Cronbach's Alpha) for the study's dimensions ranged from 0.867 to 0.960, all indicating high values. These results, displayed in [Table 2](#), demonstrate the acceptability of the tool for application purposes, as the majority of studies consider a reliability coefficient of 0.70 or higher to be acceptable.

**Table 2: Reliability Coefficients Using the Method (Cronbach's Alpha).**

The Field	The Dimension	Cronbach's Alpha
Human Resource Management Practices	Polarization	0.958
	Selection	0.867
	Training	0.960
	Performance Evaluation	0.944
	Human Resource Management Practices as a whole	0.924
Normative loyalty		0.903

The SPSS was utilized to statistically process data and information, aiding in the validation of study hypotheses and attainment of research objectives. Both descriptive statistical methods, such as frequencies and percentages, and inferential statistical methods were employed to characterize respondents and test study hypotheses efficiently.

## FINDINGS

### Results Related to The Level of Human Resources Management Practices in The Directorate General of Education in Nineveh Governorate

Arithmetic means (AM) and standard deviations (SD) were computed to assess the estimations provided by the study sample regarding the dimensions of human resources management practices, including polarization, selection, training, and performance evaluation, as illustrated in Table 3. The results indicate that the overall level of human resources management practices was deemed moderate, with the arithmetic mean for the entire field averaging at 3.18. Additionally, the arithmetic means for the sample members' estimations on the sub-dimensions ranged between 2.47 and 4.00.

**Table 3: AM and SD of Polarization, Selection, Training, and Performance Evaluation.**

Rank	The Number	The Dimension	SMA	Standard Deviation	The Level
1	3	training	4.00	1.04	High
2	1	polarization	3.30	1.14	Middle
3	2	selection	2.96	1.15	Middle
4	4	Performance evaluation	2.47	1.19	Middle
Human resource management practices as a Whole			3.18	0.89	Middle

To meticulously discern the human resources management practices within the DGENG, the researchers computed the AM and SD of the study sample members' estimations for each item within the dimension of "Polarization." Table 4 presents the AM and SD of these estimations, organized in descending order based on the AM.

**Table 4: AM and SD Polarization.**

Rank	The Number	Paragraph	SAM	Standard Deviation	Evaluation Level
3	1	The Directorate General of Education cooperates with other organizations to attract highly qualified people.	2.87	1.22	Middle
2	2	The Directorate General of Education relies on internal sources of polarization (promotion and transfer) to meet its staffing needs.	3.29	1.25	Middle
1	3	The Directorate General of Education follows the means of advertising through websites to obtain its staffing needs.	3.73	1.07	High
The dimension of polarization as a whole			3.30	1.14	Middle

Moreover, Table 5 displays the AM and SD of the study sample members' estimates for each item within the "Selection" dimension. These values are arranged in descending order based on the arithmetic mean, providing further insights into the selection practices within the DGENG.

**Table 5: AM and SD of Selection.**

Rank	The Number	Paragraph	SAM	Standard Deviation	Evaluation Level
2	1	The selection process in the Directorate General of Education is characterized by integrity, justice and transparency.	3.07	1.22	Middle
1	2	The selection process in the Directorate General of Education contributes to obtaining the best qualified employees to fill the position.	3.20	1.34	Middle
3	3	The Directorate General of Education is interested in collecting data and information about workers for use in comparison and selection.	2.60	1.31	Middle
The dimension of Selection as a whole			2.96	1.15	Middle

**Table 6: AM and SD of Training.**

Rank	The Number	Paragraph	SAM	Standard Deviation	Evaluation Level
1	1	All employees of the Directorate General of Education are involved in training programs.	4.07	1.12	High
2	2	The Directorate General of Education seeks external expertise to train its employees.	3.94	1.05	High
3	3	The Directorate General of Education aligns training programs with work needs.	4.00	1.07	High
The dimension of training as a whole			4.00	1.04	High

**Table 7: AM and SD of Performance Evaluation.**

Rank	The Number	Paragraph	SAM	Standard Deviation	Evaluation Level
3	1	The Directorate General of Education adopts sound and clear standards in performance evaluating.	1.98	1.08	Low
2	2	The Directorate General of Education is constantly developing performance evaluation models.	2.53	1.30	Middle
1	3	The Directorate General of Education evaluates the performance of employees according to their job description.	2.90	1.37	Middle
The dimension of performance evaluation as a whole			2.47	1.19	Middle

As per the research findings, [Table 6](#) presents the AM and SD of the study sample members' estimates pertaining to the items within the "Training" dimension. These values are organized in descending order based on the arithmetic mean, providing a comprehensive overview of training practices within the DGENG.

Additionally, [Table 7](#) illustrates the AM and SD derived from the study sample members' estimates concerning the items within the "Performance Evaluation" dimension. These values are presented in descending order based on the arithmetic mean, offering an in-depth analysis of performance evaluation practices within the DGENG.

## Results Related to The Normative Level of Loyalty in The Directorate General of Education in Nineveh Governorate

AM & SD were computed for the estimations provided by the study sample members regarding the items in the normative loyalty field, as depicted in [Table 8](#).

**Table 8: AM and SD of the Study Sample Members' Estimates of the Items in the Normative Loyalty Domain.**

Rank	The Number	Paragraph	SAM	Standard Deviation	Evaluation Level
2	1	I feel that continuing to work in the Directorate General of Education is an ethical act.	4.10	0.99	High
3	2	I am keen to remain in the Directorate General of Education even if I lose some financial gains.	3.21	1.32	Middle
1	3	My moral commitment and responsibilities towards employees motivate me to remain in the Directorate General of Education.	4.34	0.72	High
The dimension of normative loyalty as a whole			3.88	0.89	High"

## Results Related to Testing the Study Hypotheses

Prior to hypothesis testing, the researchers assessed internal correlations among independent variables. Tolerance factors and VIF were computed for each independent variable. Results, summarized in [Table 9](#), indicate that VIF values were below 10 for all independent variables, and tolerance values exceeded 0.05.

**Table 9: Testing The VIF and the Variance Allowed for The Dimensions of The Independent Variable.**

The dimension	(Tolerance)	(VIF)
Polarization	0.373	2.679
Selection	0.279	3.590
Training	0.543	1.843
Performance evaluation	0.831	1.203

[Table 9](#) indicates that all dimensions of the independent variable had VIF values below 10 and tolerance test values above 0.05, suggesting no significant correlation

between the dimensions. Thus, all dimensions can be utilized in the regression model to ascertain their statistically significant effects on the dependent variable and their respective magnitudes. Additionally, Table 10 presents the skewness and kurtosis values for each dimension of the study tool and their respective fields, verifying the extent to which the study's data and variables adhere to a normal distribution.

**Table 10: Flatness and Skewness Values for Study Variables.**

The Field	The dimension	Skewness	Kurtosis
Human resource management practices	Polarization	-0.368	-0.668
	Selection	-0.362	-0.536
	Training	-1.303	1.357
	Performance evaluation	0.513	-0.675
Normative loyalty		-1.001	0.591

Table 10 demonstrates that the coefficients of flatness and skewness fall within acceptable limits for normal distribution. Torsion values range from -2 to 2, while oblateness coefficients range from -7 to 7, suggesting the study data conforms to a normal distribution, facilitating subsequent statistical analyses.

### Testing the Study Hypotheses

To validate the main hypothesis and its sub-hypotheses, multiple regression analysis was conducted to examine the influence of human resources management practices dimensions—polarization, selection, training, and performance evaluation—on normative loyalty within the DGENG. Table 11 presents the results of this analysis.

**Table 11: Results of Hypotheses Testing.**

The Dimension	Non-standard Transactions		Standardized Transactions			R	R <sup>2</sup>	Adjusted R Square	F	Statistical Significance
	B	Standard Error	Beta	T	Statistical Significance					
Regression stability	1.034	0.096	-	10.785	0.000	0.935	0.875	0.872	360.152	0.000
Polarization	0.302	0.032	0.384	9.527	0.000					
Selection	0.161	0.036	0.207	4.439	0.000					
Training	0.143	0.029	0.166	4.975	0.000					
Performance Evaluation	0.326	0.020	0.435	16.091	0.000					

Table 11 demonstrates a statistically significant effect ( $\alpha \leq 0.05$ ) of the combined dimensions of human resources management practices on normative loyalty within the

DGENG. The correlation coefficient (R) indicates a strong statistically significant relationship ( $R = 0.935$ ) between the independent variables and the dependent variable. Additionally, the coefficient of determination (R-square) was found to be 0.875, suggesting that the combined dimensions of human resources management practices explain 87.5% of the variance in normative loyalty. The F-test yielded a statistically significant value ( $F = 360.152, p = 0.00$ ), indicating variation in the ability of the independent variables to influence the dependent variable. Hence, the main hypothesis is accepted, indicating a significant effect of human resources management practices dimensions (polarization, selection, training, performance evaluation) on normative loyalty in the DGENG.

## DISCUSSION

The study utilized statistical analysis to substantiate its findings. As per the analysis, the main hypothesis was upheld, revealing a statistically significant effect of human resources management practices—polarization, selection, training, and performance evaluation—on normative loyalty within the DGENG. This newly established relationship was contextualized within the framework of previous research findings. According to [Alam et al. \(2021\)](#), the implementation of human resource practices is indispensable across nations due to its profound impact on employee performance and engendering loyalty. [Rao et al. \(2022\)](#) emphasize the necessity for management to motivate employees to engage in strategic thinking to optimize performance, as a lack of motivation may impede overall productivity. [Raza et al. \(2022\)](#) highlight the importance of employees understanding organizational requirements as a strategic approach to fostering exceptional results through increased motivation. [López-Cabarcos et al. \(2022\)](#) assert that contemporary organizations must prioritize fostering employee cohesion to facilitate outstanding performance. [Sharma et al. \(2021\)](#) underscore the significance of implementing strategic enhancements in employee performance, given its substantial influence on overall productivity.

[Ullah et al. \(2022\)](#) advocate for selecting employees based on performance, as individuals tend to excel when chosen impartially, fostering additional effort and performance enhancement. [Sarfraz et al. \(2022\)](#) stress the importance of selecting personnel based on practical work experience and operational capabilities, promoting productivity enhancement and favourable professional circumstances. [Msuya et al. \(2022\)](#) highlight the necessity of employee training to improve performance, with modern companies focusing on fostering positive psychology through practical training to enhance employee effectiveness. [Heslina et al. \(2021\)](#) emphasize that strategic advancements in employee labour contribute to performance enhancement, while [He et al. \(2021\)](#) assert that the human resources department must implement suitable strategies for selecting employees based on their strategic performance.

Rao et al. (2022) stress the importance of employee loyalty and motivation, advocating for management to provide suitable resources for learning strategies. Sarfraz et al. (2022) emphasize proactive work practices to effectively confront market challenges and maintain organizational stability. Al-Swidi et al. (2021) assert that the human resources department must ensure employee dependability at work, alongside strategic performance improvement and motivation. Ullah et al. (2022) suggest that incentivizing employees fosters improved conduct and performance, while Purwanto (2022) Purwanto (2022) highlights the role of health insurance and facilities in motivating performance advancement. He et al. (2021) emphasize the importance of inspiring employee dependability and motivation for improved performance. Zhao et al. (2021) advocate for employee accountability to align performance with market demands, while Hensellek et al. (2023) underscore the benefits of implementing strategic thinking in employee performance. Finally, Sarfraz et al. (2022) emphasize the importance of addressing market competitive remuneration to enhance employee performance and foster organizational loyalty.

According to Alawaqleh (2021), employee turnover intention poses a strategic risk to organizational health, necessitating management to inspire and incentivize employees for optimal performance. Msuya et al. (2022) advocate for a productive management-employee relationship, essential for fostering adaptable employee behaviour. Ahmad et al. (2022) emphasize the significance of positive management behaviour in significantly enhancing employee performance and fostering loyalty. Amjad et al. (2021) highlight factors influencing employee turnover intention, such as discriminatory treatment or competitive market salaries. Khan et al. (2022) stress the importance of maintaining the integrity of employees' work to achieve strategic objectives. Park et al. (2022) underscore the importance of sustained dependable personnel for organizational functioning and strategic progress. Purwanto (2022) suggests that employee motivation enhances their potential working attitude, leading to improved performance. Sarfraz et al. (2023) argue that in the absence of employee motivation and active engagement, conventional performance enhancement becomes challenging, necessitating positive employee relations. Finally, Raza et al. (2022) note that employees may perceive an organization favourably when consistent opportunities for behaviour enhancement are provided, thus reducing turnover intentions.

Suliman et al. (2023) emphasize strategic improvements in employee behaviour for fostering work loyalty, alongside necessary compensation and benefits for enhanced performance. High employee motivation fosters performance development. Idris et al. (2022) underscore the human resource department's pivotal role in employee performance, highlighting the importance of positive support from top management for organizational and employee motivation. He et al. (2021) stress the importance of dependable policies from human resource departments to enhance employee performance effectively.

## IMPLICATIONS

The study emphasizes the imperative of ongoing enhancements in human resources management practices to foster and invigorate normative loyalty and motivation among employees. It underscores the significance of polarizing proficient and adept workers for effective task execution and completion. Additionally, the research advocates for selection processes characterized by equity and integrity, ensuring merit-based selection devoid of personal biases. Moreover, it advocates for the provision of specialized training programs to enhance job proficiency and elevate performance levels. Furthermore, the study advocates for the implementation of a modern and sophisticated performance evaluation system aimed at impartially assessing employees' performance without biases or personal considerations. Lastly, the research highlights the importance of disseminating the culture and awareness of normative loyalty, elucidating its significance, objectives, and impact on bolstering employees' commitment and dedication to their work and roles.

## FUTURE DIRECTIONS

While the current research has made valuable contributions to the existing body of knowledge, there remain several avenues for future exploration that could enhance scholarly literature. Firstly, there is a need for future studies to broaden their scope by collecting data from diverse populations, facilitating greater generalizability of findings. Secondly, the development of more intricate models is warranted, with PLS-SEM emerging as a promising analytical approach for further investigation. This methodological advancement would significantly enrich scholarly understanding and analytical rigor. Additionally, future research endeavours should consider employing Likert scale questionnaires for data collection, as they offer respondents a suitable format for expressing their views. Such an approach would provide valuable insights and contribute to a deeper understanding of the phenomena under investigation. Scholars focusing on these directions stand to augment their contributions to the field of knowledge, thereby addressing existing gaps in the literature.

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