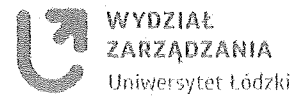


UNIWERSYTET ŁÓDZKI  
WYDZIAŁ ZARZĄDZANIA



**Siuhad Khalil**

Rozprawa doktorska

**Lojalność pracodawcy w teorii i praktyce  
przedsiębiorstwa**

EMPLOYER LOYALTY IN THE THEORY AND PRACTICE  
OF THE ENTERPRISE

Promotor: **dr hab. Katarzyna Wojtaszczyk, prof. UŁ**

Promotor pomocniczy: **dr Anna Michalkiewicz**

**ŁÓDŹ 2021**

## EMPLOYER LOYALTY IN THE THEORY AND PRACTICE OF THE ENTERPRISE

**Keywords: loyalty, employee loyalty, employer loyalty**

Literature studies on loyalty in management, and especially in human resource management, indicate that there is a cognitive gap related to the loyalty of the employer. In connection with the above, the main goal of the current work was to identify the attributes of a loyal employer in the context of enterprise management activities. An additional goal is to clarify the concept of employer loyalty, which will facilitate further analysis of this issue.

In the context of the available research and analyzes, the following assumption was made: employer's loyalty exists and is an important tool for company management and a necessary condition for building employee loyalty.

The author's questionnaire was the tool in the own research. It contained 40 questions that concerned two main issues: (1) the respondents' opinions on the attributes of a loyal employer, (2) the evaluation of the current employer on the basis of the previously distinguished loyalty attributes. The survey covered respondents from Poland and Iraqi Kurdistan. The survey was conducted in 2018 and was aimed at people working in both the private and public sectors. The sample was deliberately chosen. The criteria for the selection of respondents were employment in a small or medium-sized organization, position held (managerial and non-managerial) and employment in Poland or Kurdistan.

In the empirical part of the work, on the basis of the research results, the aim of the work was achieved and the concept of employer loyalty was defined. According to the respondents, a loyal employer is an organization that meets all categories of employees' needs, i.e. **physiological, safety, social and recognition needs**. Due to the fact that employees report a certain gradation of these needs, a loyal employer should concentrate its activities on meeting safety and social needs, then on the needs of recognition and only then on the physiological needs.

**In addition, it was found that:**

1. Current employers do not fully meet the expectations of employees in terms of all categories of needs.
2. The position held by employees influences the hierarchy of expectations towards a loyal employer and differentiates the assessment of the level of meeting their needs by current employers. According to the management staff (owners/co-owners, managers), a loyal employer should take care of meeting all the needs of employees, while in the opinion of executive employees, the most important thing is to meet safety needs, then social needs and recognition, and then physiological needs. The owners/co-owners are of the opinion that employers meet the safety, social and physiological needs of a similar level, and less recognition of the employees. In turn, executive employees are of the opinion that social and physiological needs are less well met than safety needs, although they agree that the lowest level of performance concerns the needs of employees' recognition.
3. Poles and Kurds perceive the features of a loyal employer in a slightly different way. For Poles, satisfying social needs is less important than meeting safety needs, while for Kurds, meeting the needs of both categories is a priority. In both countries, it is less important to meet the needs for recognition, and then for physiological needs. In Poland, current employers most fully meet the safety needs and, to a lesser extent, the social and physiological needs of employees. In Kurdistan, the fulfilment of safety and social needs, and then physiological ones, was assessed best. In both countries, the needs of employees' recognition are the least secured. The expectations and the level of meeting the physiological and social needs and recognition of employees are higher in Kurdistan than in Poland. In terms of safety needs, the expectations of Kurdish workers are also higher than those of Polish workers, but the level of their satisfaction is similar in both countries.