

**Trofimov A. Yu.**

*PhD, Associate Professor, Department of Psychology*

*Taras Shevchenko Kyiv National University of Kyiv*

*ORCID: <https://orcid.org/0000-0002-2207-7100>*

*Scopus: 57194228536*

## **FEATURES OF THE LINKS BETWEEN THE COMPONENTS OF ORGANIZATIONAL LOYALTY**

### ***Summary***

*Organizational loyalty, which is divided into a positive emotional attitude to the organization, the desire to continue to work here and the implementation of the rules and regulations of the company, has specific psychological components. These include, first of all, self-efficacy, optimism, hope, resilience, the ability to bring innovation and their own individual style, satisfaction with the work process, social well-being. This holistic personality construct allows individuals to successfully develop and grow in their professional field. The study of the connection between involvement and the motivational profile of the individual, as a set of certain stable tendencies of the individual, is relevant and logical. If the connection between work involvement and the motivational sphere of the individual is confirmed, it is possible to form clear strategies for personnel selection, team building, search for new motives for stimulating employee behavior and predicting work behavior.*

### **Introduction**

In today's world, an important prerequisite for long-term and successful operation of organizations and effective management of the organization is the active delegation of management functions, which is possible with a high level of trust and staff loyalty. Accordingly, the study of employee loyalty to the company acquires special importance. The realities and growth of the project type of employment reduce the ability of HR managers to use only external factors (such as salary, position, promotion, etc.) to maintain loyalty. The formation of effective employee loyalty to the company in today's labor market is one of the advantages and employee commitment to the organization, in which he or she works, is the key to sustainable success in the workplace in a competitive capable environment. To define the attitude of the employee to the organization, in which he or she works, and how this attitude is manifested in behavior, researchers use different terms, such as: loyalty (V. Dominiak, A. Kovrov, L. Pochebut, K. Kharskyi, V. Chicker), commitment (V. Ageikina, N. Allen, Whitman, S. Golubkov, V. Dominiak, M. Kurbatov, M. Magura, J. Meyer, R. Mowdey, L. Porter, T. Solomanidina, etc.), devotion (S.

Baranskaya, L. Jewell,), patriotism (M. Magura). We will try to comprehend the absence of a single categorical field and unity of opinions on the content of the considered concept by referring to domestic and foreign explanatory and encyclopedic dictionaries, a dictionary of synonyms.

If we take an explanatory dictionary of the Ukrainian language, it gives the following definition of the word «loyal»: it is one that is kept within the law (sometimes only formally); who is correct, friendly to someone or something [20]. The Great Explanatory Dictionary of the Modern Ukrainian Language, the Modern Dictionary of Foreign Words, the Russian-Ukrainian Dictionary and the Dictionary of Foreign Words define the word «loyal» [1; 19; 21; 23]. In the psychological dictionary, loyalty is defined as «a characteristic feature of a person, which is manifested in the formal observance of the law; in a correct, noble attitude to someone or something without prejudice» [13]. The following definitions of loyalty in the Ukrainian dictionaries use the translation of the word «commitment» into the Ukrainian language as:

- 1) delivery, transfer;
- 2) detention; arrest warrant;
- 3) obligations;
- 4) commitment, views (Yandex ABBYY Lingvo, 2005).

Such a translation does not fully reflect the semantic load of the term, but it can be compared in its content with such terms as «loyalty», «adherence», «devotion», «commitment», which also imply the presence of some internal obligations, the desire to act in a certain way in relation to its object, as well as, on the other hand, imposing a number of restrictions on freedom of action. The dictionaries of the English language interpret the commitment as agreement to do something in the future, promises, as well as the desire to give time and energy. In particular, in Webster's explanatory dictionary (Merriam – Webster Dictionary, 2006), «commitment» is seen as «an agreement or pledge to do something in the future»; «the state or an instance of being obligated or emotionally impelled» [8]. The Oxford Dictionary (Compact Oxford Dictionary, 2008) defines «commitment» as «devotion to cause or policy»; «an obligation that restricts freedom of action» [4]. In the Cambridge Advanced Learner's Dictionary (2006), «commitment» is understood as «the desire to give your time and energy to something you believe in»; «a promise or a firm decision to do something»; «something you have to do or that takes your time» [3]. Along with the term «commitment», the English language dictionaries use the term «loyalty». Webster's Dictionary (Merriam – Webster Dictionary, 2006) interprets «loyalty» as «a qualitative or true state of being»; «loyal feelings: a sense of strong support» [8]. The Oxford Dictionary (Compact Oxford Dictionary, 2008) defines «loyalty» as «the quality of being faithful»; «a strong sense of support or loyalty» [4]. In the Cambridge Dictionary (2006), «loyalty» is understood as «adherence, devotion» [3]. In general, the concept of «loyalty» includes the following meanings: 1) adherence, devotion; 2) a sense of support.

## **Part 1. Personal involvement in employment**

The problem of personal involvement in employment attracts the attention of many researchers. In the works of W. Kahn, W. Schaufeli, A. Becker, the conceptualization of involvement in employment is reflected. N. Allen and J. Meyer in their work have developed a model of involvement and its components. E. Mandrykova and A. Horbunova have studied the predictors of involvement in employment. The organizational context of employment has been covered by L. Manicheva and S. Manichev. In the works of V. Dominiak, O. Rodionova, methods of determining involvement in labor activity are described. Different approaches to defining involvement in employment as a psychological phenomenon are reflected in the works of K. Maslach, J. Harter, A. Sachs, and D. McClelland.

Gallup Consulting's research team draws the following conclusions based on a number of employee engagement surveys: 1) high employee involvement affects the increase in the company's profitability by 10-20%; 2) the company's costs for attracting and retaining talented employees are reduced; 3) the level of customer satisfaction of the company has increases by 5-10%.

There are opinions that the highest level of motivation of the organization's staff and their involvement is achieved not through external stimulation, but through the selection of people with appropriate psychological characteristics.

The most accurate relationship between loyalty and economic efficiency of the enterprise was showed by Vershylo Yu. M., where she compared the key elements of loyalty and economic efficiency of staff in terms of income and expenses of the enterprise [24].

As the main components of staff loyalty, she identified:

- new ideas of the employee, the desire to increase efficiency;
- deliberate refusal to harm the organization;
- maximum efforts in the interests of the organization;
- effective productivity;
- willingness to make certain sacrifices.

These elements of staff loyalty have a significant impact on the factors that determine the amount of income and expenses of the enterprise. Loyalty, on the one hand, helps to reduce costs in the organization, and, on the other hand, to increase its income [11].

The growth of loyalty immediately affects other business processes: staff turnover is reduced, employees become an information channel for the HR brand of the company with a high coefficient of trust. Accordingly, the costs of attracting and retaining specialists are decreasing, the share of relevant responses to open vacancies is growing, and the potential of the internal personnel reserve is growing. Loyal employees serve as conductors of loyalty to the customer audience, thus influencing sales growth. In addition, the current trend in business to reduce staff loyalty (according to the international consulting company E&Y, more than 40% of employees worldwide intend to

leave their employers after 3 years) once again confirms the practical importance of a particular topic [25].

For today, organizational loyalty is considered from two main positions: as the main guarantee of reliability and security of employees for the organization (I.H. Chumarin, K.V. Kharskyi, A.V. Kovrov) and as an emotional connection, friendly attitude and commitment of employees to their organization (M.I. Magura, L. Porter, J. Brown). In the first case, the emphasis is on the normative components of loyalty associated with the adoption and division of employees of the rules and regulations of the organization, the absence of sabotage and acts of disloyal behavior. However, the emotional level of the relationship in this case is not considered and should be reduced to the ideas of tolerance and indifference. In the second case, the emphasis is on the emergence of the employees' emotions and feelings towards the organization, which is of greater interest for psychological research: employees show interest and concern about the state of affairs of the organization, are proud of their involvement in its team, participate in solving its problems and development.

Passion for one's own work is a pervasive factor that forms an employee's loyalty. Theoretical analysis of foreign research over the past forty years shows the existence of a reliable inverse relationship between staff turnover and loyalty, negative links of organizational loyalty with other variables associated with the termination of work (with the intention to leave the organization, look for alternative work, change profession) (Tett, Meyer, 1993; Cohen, Hudecek, 1993; Porter, 1974; Ben-Bakr, al-Shammari, 1994; Mathieu, Zajac, 1990; Meyer, 2000; Mowday, Koberg, McArthur, 1984; Blau, Boal, 1987; Luthans, Youssef, Sweetman & Harms, 2013 etc.).

Relying on personal resources, the employee is not only able to survive in the organizational environment, but also feels such a positive state as enthusiasm for work and job satisfaction, which characterize the subjective well-being of the employee in the organizational context [7].

Passion for work is one of the central phenomena of positive organizational psychology and is a positive state of a person at work. Passion for work is well described in the works of foreign researchers, but there is a shortage of research on this phenomenon in the domestic academic literature [9], and most often enthusiasm for work is confused with the concept of job involvement. We consider the passion for work in the context of the concept of W. Schaufeli and A. Becker [15]. In it, enthusiasm for work means an indicator of a positive psychological state associated with professional responsibilities, which includes:

- energy (vigor, strength) and is determined by a high level of energy and mental resilience in the process of work, willingness to make an effort when difficulties arise;

– devotion (enthusiasm), which is characterized by a strong psychological involvement in the work, combined with content, enthusiasm, inspiration, pride and acceptance of challenges;

– depth (absorption of activity), which is a complete concentration at work, as a result of which a person does not notice the passage of time and has difficulty leaving the working state.

It is believed that energy and enthusiasm are the opposite of exhaustion and cynicism. The energy-exhaustion continuum is called the «Activation Energy» and the enthusiasm-cynicism continuum is called «Identification with Work».

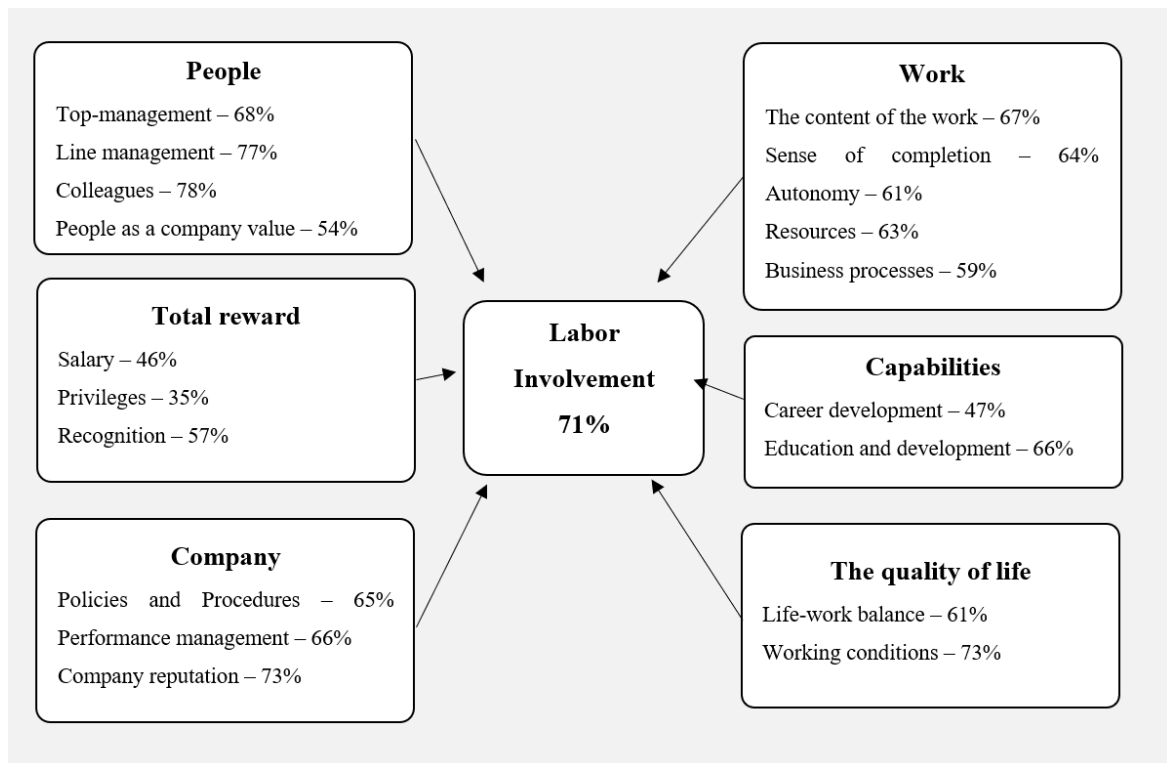
Thus, the state of involvement in employment is characterized by a high level of activation and a high degree of identification with work, and «burnout» is characterized by a low level of activation and a low degree of identification with work. In this case, enthusiasm is seen as a stable and profound factor affecting various mental processes, emotional, cognitive and motivational state, which does not focus on any particular subject, event, person or form of behavior but describes a person's attitude to work in general [15]. Employees who are passionate about their work have high personal efficiency, believe that they are able to cope with any work problems, are optimistic about their work and life, consider themselves able to meet their aspirations and needs within their organizational roles. Emphasis is also placed on the passion for work with productivity and efficiency, as well as with organizational loyalty, staff turnover and job satisfaction [16; 17; 18]. O.V. Romanova considers the level of expression of organizational loyalty and professional commitment as components of devotion to the organization by the medical institutions staff. The level of expression of the main components (affective, normative and pragmatic) and the general indicator of organizational loyalty and professional commitment are presented. There is a link between the level of organizational loyalty and professional commitment of health care workers [14].

One of the most common theoretical models, integrating the ideas of internal and external factors that determine the passion for work and related phenomena, is an integrative model of passion for work, in the context of the approach to the ratio of resources and requirements [6; 10]. This model describes the role of workers and personal resources, as well as work requirements for passion for work, as well as the overall productivity of a person at work and their satisfaction with their work. It should be noted that labor resources include physical, social, organizational aspects of work [22] that help to reduce work needs associated with high psychophysiological and psychological «price» (e.g., conflict resolution, stress, overtime work, hard physical labor, numerous flights, etc.); to achieve the set work goals, as well as to stimulate personal growth, learning and development. Work resources that are presented in the form of autonomy, social support, performance feedback, and a constructive organizational climate, are more likely to predict the emergence of a passion for work than work requirements, which,

however, have an impact on a passion for work. Thus, both work and personal resources are predictors of involvement in work, which, in turn, determines the productivity of the employee. It is noted that personal and work resources determine involvement in work to a greater extent than work requirements, and also mutually reinforce each other. At the same time, personal resources are actualized in a situation of growing work demands, high workloads.

The Ukrainian researcher-practitioners believe that the involvement of employees is influenced by: support factors (top management, line management, content of work); development factors (wages: constant and variable, benefits); factors of support and development (feeling of completion of work, career development, recognition, attitude to people as the main value of the company) [12].

They group the factors that affect involvement into six groups: people, total reward, company, work, capabilities, and the quality of life. The influence of factors included in each group in percentage is presented in Figure 1.



**Figure 1. Factors influencing employee involvement [14]**

Other specialists among the factors of involvement include [2]:

1) factors directly related to the employee: the nature of work and responsibilities, the manager; trust in management; colleagues; motivation; career; professional development; access to knowledge; connection of own contribution to work and the received compensation (encouragement),

recognition; flexibility of rules of internal labor regulations, job descriptions, employment agreement (Contract).

2) factors related to the system as a whole: personnel policy; management programs; interconnection processes; feedback culture; strategy and vision of the future; setting of complex but achievable goals; informing, communication from top management.

Specialists of Kenexa (USA) identify eight main factors of employee involvement [5]:

- 1) trust and honesty
- 2) the nature of the work
- 3) the line of sight of personal contribution to the company's activities
- 4) the possibility of career growth
- 5) pride for the company
- 6) team / team members
- 7) employee development
- 8) personal relationship with the head.

Thus, the involvement of employees is influenced by various factors.

Organizational loyalty, which is divided into affective (positive emotional attitude to the organization), long-term (the desire to continue to work here) and normative (compliance with the rules and regulations of the company), has specific psychological components. These include, first of all, the psychological capital of employees (self-efficacy, optimism, hope, resilience), creativity (the ability to bring innovation and personal style), satisfaction with the work process, social well-being (social integration, contribution, sense of community, social acceptance and actualization). This holistic personality construct allows individuals to develop and grow in their professional field successfully.

## **Part 2. Survey of connections between work satisfaction, psychological capital and organizational loyalty**

A total of 156 respondents participated in the study, who worked in different types of organizations: in commercial enterprises, in the state employment agency, children's development centers, etc. Among the respondents there were 86 women and 70 men, the respondents ranged in age from 25 to 55 years, they were all stable workers. Gender, age, and occupational differences were not the focus at this stage, as the purpose of this phase was to identify the system of internal connections in the construct of organizational loyalty. Empirical analysis of the obtained data yielded a curve of distribution of organizational loyalty close to normal, with a slight shift towards higher loyalty.

The average value of indicators:

- affective loyalty  $24.5 + \sqrt{-4.44}$
- long-term loyalty  $25.1 + \sqrt{-4.15}$
- normative loyalty  $23.9 + \sqrt{-3.95}$

It is likely that the average and above average level of organizational loyalty of our respondents allows them to work stably in their positions and not to look for other employment options.

Indicators of psychological capital had a wider distribution, and shifts relative to the curve of normal distribution. The results of descriptive statistics according to the method of «Psychological capital» are shown in Table 1.

Table 1

**The results of the method «Psychological capital»**

	Descriptive statistics				
	Min	Max	Mean	Stand.deviation	Spread
Self-Efficacy	5	26	13.32	4.986	21
Hope	5	23	12.71	5.684	18
Resilience	6	24	15.55	5.560	18
Optimism	5	28	15.69	4.895	23

As can be seen from the data obtained, the largest range of values was in such an indicator as optimism. We can assume that this is due to the influence of many socio-economic and personal factors on the level of optimism of respondents.

Social support among our respondents mostly had an average and above average level:

- Low level – 2
- Below average – 16
- Average – 56
- Above average – 42
- High – 40

The results of the «Purpose in Life» test were within normal limits. Respondents were motivated by the process, not the result, and the locus of control of «life» was more important than the locus of control of «Self». Job satisfaction, according to Bartashev’s method, was mostly average. The results of descriptive statistics are shown in Table 2.

These descriptive statistics suggested that our methods were sufficiently adequate, they did not have significant shifts in the distribution curves, had sufficient variability in the group of respondents. This makes it possible to make further calculations to identify the system of links between the components of organizational loyalty.

The next step in the study was to find correlations between individual variables and factor analysis. A close correlation was found between organizational loyalty and psychological capital of employees. The results are shown in Table 3.



Table 2

**The results of the method «Job Satisfaction»**

<b>Indicators</b>	<b>Max</b>	<b>Min</b>	<b>Mean</b>	<b>Deviation</b>
Interest in work	6	0	2.84	0.353
Satisfaction with achievements	4	0	1.55	0.130
Relationship satisfaction	6	1	3.64	0.457
Satisfaction with management	6	1	2.97	0.389
The level of claims	4	0	1.14	0.158
Labor process	4	0	1.78	0.093
Working conditions	4	0	2.32	0.162
Professional responsibility	2	0	1.34	0.126
General level	36	1	17.58	

Table 3

**Spearman's Rs correlations between corporate loyalty scales and employees' psychological capital.**

	<b>Affective loyalty</b>	<b>Long-term loyalty</b>	<b>Normative loyalty</b>
Optimism	0.653**	0.412**	0.716**
Hope	0.671**	0.396*	0.668**
Efficiency	0.559**	0.427**	0.789**
Resilience	0.482**	0.342*	0.695**

\*\* – connection at the level of 0.01

\* – connection at the level of 0.05

The maximum level of connection exists between normative loyalty and indicators of psychological capital, the lowest is the connection between long-term loyalty (fear of dismissal) and psychological capital. It is likely that individuals with greater self-confidence, self-efficacy, and resilience are less concerned about dismissal. Their positive attitude to work is largely due to emotional factors and perspective of this work.

The relationship between organizational loyalty indicators and the level of social support was ambiguous: with affective loyalty it was +0.778 \*\*, with normative loyalty it was +0.486 \*\*, with long-term loyalty it was -0.121 (which does not reach reliable values). And in this case, it is noticeable that the availability of social support reduces the fear of dismissal and therefore has a somewhat negative effect on this type of organizational loyalty. At the same time, it has significant positive correlations with affective and normative loyalty.

Indicators of job satisfaction and «purpose of life» test were also related to loyalty and psychological capital indicators, as shown in Table 4.

Table 4

**Spearsman's Rs correlations between organizational loyalty scales,  
«purpose of life» test and job satisfaction.**

	<b>job satisfaction</b>	<b>«purpose of life» test</b>	<b>Process motivation</b>	<b>Result motivation</b>
Optimism	0.521**	0.368*	0.416**	0.336**
Hope	0.492**	0.486**	0.428**	0.533**
Efficiency	0.623**			0.312*
Resilience	0.362*		0.351*	
Affective loyalty	0.713**	0.345*	0.382*	0.287*
Long-term loyalty		-0.396*	0.418**	-0.299*
Normative loyalty	0.489**	0.317*	0.377*	

\*\* – connection at the level of 0.01

\* – connection at the level of 0.05

### Conclusions

Approaches to the study of employment are identified and generalized. The results of the theoretical review give grounds to conclude that the issue of employment is currently relevant; this is evidenced by great attention from both practitioners and scientists. We have found that there are different views on the definition of the phenomenon of involvement in work, there is no single interpretation of the concept. This proves the need for further study and conceptualization of the concept of involvement in employment. Theoretical review has shown that there are many related concepts that can replace the concept of involvement in employment, both intentionally and accidentally. These include the concepts: loyalty, workaholism, job satisfaction, enthusiasm, burnout etc. In our opinion, the most theoretically developed is the concept of W. Schaufeli, which defines the concept of involvement in work through a positive, affective-motivational state, which affects the efficiency of work and is characterized by three aspects: energy (high energy and psychological resilience in work); enthusiasm (strong psychological involvement in the work); immersion in activity (full concentration at work).

A theoretical review of the issue revealed that the relationship between involvement of employee and the effectiveness of the company is confirmed by many years of research conducted in hundreds of organizations around the world and research institutes. This confirms the fact that the question of determining the predictors of involvement in employment is extremely relevant not only in theoretical terms, but in practice. In fact, understanding the predictors of involvement in work makes it possible to develop clear mechanisms to increase this involvement, which in turn affects work efficiency and, consequently, profits for commercial companies and social benefits when it comes to the performance of non-profit organizations. Various studies point to a wide range of phenomena that correlate with employment or pretending to be prerequisites. There are different concepts,

but what is common is that the involvement in work can be influenced by both personal resources (psychological characteristics) and organizational context (work resources and requirements). The results of the generalization of existing research have shown that the relationship between employment and personal characteristics is not sufficiently developed and empirically studied. There is information about the connection between involvement and self-efficacy, optimism, and functional personality strategy. There is almost no information about the connection between involvement and the motivational structure of the individual. But, in fact, the very involvement in work is a manifestation of motivational processes in work. That is why the study of the connection between involvement and the motivational profile of the individual, as a set of certain stable tendencies of the individual, is relevant and logical. If the connection between work involvement and the motivational sphere of the individual is confirmed, it is possible to form clear strategies for personnel selection, team building, search for new motives for stimulating employee behavior and predicting work behavior.

### References:

1. Annina I.O., Horiushyna H.N., Hnatiuk I.S. ta in. (2003) Rosiisko-ukrainskyi slovnyk. K.: Abrys,. 1424 s.
2. Apostolou A. (2000) Employee Involvement [Electronic resource] / Apostolos Apostolou // Innoregio: dissemination of innovation and knowledge management techniques. – D. of Production Engineering & Management, Technical University of Crete, p. 1-25. Mode of access: [http://www.urenio.org/tools/en/employee\\_involvement.pdf](http://www.urenio.org/tools/en/employee_involvement.pdf)
3. Cambridge advanced learner's dictionary (2006). Cambridge Advanced Learner's Dictionary. Cambridge: Cambridge University Press. 3rd edition. 2006.
4. Compact Oxford English Dictionary (2008) (Third Edition Revised). Hardcover – January 1.
5. Employee Engagement (2013) Beyond the numbers: A practical approach for individuals, managers, and executives. BlessingWhite, A Division of GP Strategies. Princeton, NJ. Employee Engagement Research Update 01/13.
6. Loznytsia V.S. (1997) Psykhologhiia menedzhmentu: Navch. posibnyk. K.
7. Maslach, C., Jackson, S. E., & Leiter, M. (1996). Maslach Burnout Inventory. Manual (3rd ed.). Palo Alto, CA: Consulting Psychologists Press. UWES Manual; p. 43.
8. Merriam-Webster: Dictionary and Thesaurus. (2016) Available at: <http://www.merriam-webster.com>
9. Montgomery, A., Peeters, M.C.W., Schaufeli, W.B. & Den Ouden, M. (2003). Work-home interference among newspaper managers: Its relationship with Burnout and engagement. *Anxiety, Stress & Coping*, 16, 195-211.
10. Orhanizatsiina psykhologhiia. (2019) Ekonomichna psykhologhiia: naukovyi zhurnal Instytutu psykhologii imeni H.S. Kostiuka NAPN Ukrainy ta UAOPP / za red. S.D. Maksymenka, L.M. Karamushky. № 4(18). 96 s.
11. Ostanyna M. V. (2010). Loialnost personala predpriatyia – teoretycheskye podkhody k analizu. *Aktualnye problemy humanyarnykh y estestvennykh nauk*, № 12, s. 180-186.
12. Otchet o vovlechnosty ukraynskykh sotrudnykov. Yssledovanye «Luchshye Rabotodately 2007» v Ukrainy [Elektronnyi resurs]. Rezhym dostupa: [http://www.hrc.com.ua/downloads/2007\\_UA\\_Best\\_Employers.pdf](http://www.hrc.com.ua/downloads/2007_UA_Best_Employers.pdf)

13. Pobirchenko N. A. (2007). *Psykholohichniy slovnyk*. K.: Naukovyi svit, s. 154.
14. Romanova O. V. (2019) Analiz rivnia rozvytku ta vzaiemozviazku orhanizatsiinoi loialnosti ta profesiinoi prykhylnosti v personalu medychnykh zakladiv// Orhanizatsiina psykholohiia. Ekonomichna psykholohiia: naukovyi zhurnal Instytutu psykholohii imeni H.S. Kostiuka NAPN Ukrainy ta UAOPP/ za red. S.D. Maksymenka, L.M. Karamushky. № 4(18). 96 s.
15. Schaufeli, W.B. & Bakker, A.B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*. 25, 293–315.
16. Schaufeli, W.B., & Bakker, A.B. (2001). *Werk en welbevinden: Naar een positieve benadering in de Arbeids- en Gezondheidspsychologie [Work and well-being: Toward a positive approach in Occupational Health]*.
17. Schaufeli, W.B., Martinez, I., Marques Pinto, A. Salanova, M. & Bakker, A.B. (2002). Burnout and engagement in university students: Across national study. *Journal of Cross- Cultural Psychology*, 33, 464-481.
18. Schaufeli, W.B., Salanova, M., Gonzalez-Roma. V. & Bakker, A.B. (2002). The measurement of engagement and burnout and: A confirmative analytic approach. *Journal of Happiness Studies*, 3, 71-92.
19. Melnychuka O.S. (1985) *Slovnyk inshomovnykh sliv*. K.: Hol. red. ukr. rad. entsyklopedii, 968 s.
20. Bilodid I.K. (1973) *Slovnyk ukrainskoi movy: v 11 t. (Instytut movoznavstva im. O.O. Potebni AN)*. K.: Naukova dumka. T. 4., s. 551.
21. Skopnenko O.I., Tsymbaliuk T.V. (2006) *Suchasnyi slovnyk inshomovnykh sliv*. K.: Dovira, 789 s.
22. Vasylenko V.O. (2005) *Sytuatsiinyi menedzhment: navch. posib*. K.: Tsentri navch. liter., 372 s.
23. Busel V.T. (2001) *Velykyi tlumachnyi slovnyk suchasnoi ukrainskoi movy*. K.; Irpin: Perun, 1440 s.
24. Vershylo Yu.M. (2008) *Vlyiane loialnosti personala na efektyvnost raboty kommercheskoho banka // Nauchno-tekhnicheskyye vedomosti Sankt-peterburhskoho hosudarstvennogo polytekhnicheskoho unyversyteta. Seryia «Ekonomicheskyye nauky»*. № 3. P. 58.
25. Zabolotna, V. O. (2015). Fenomen loialnosti personalu v konteksti riznykh pokolin. *Science and Education a New Dimension. Pedagogy and Psychology*, III (28), Issue 55, 68–73.