

Loyalty and Performance in Algerian Administration - A Sample Study of Employees in Some Algerian Administrations - Tiaret Province-

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ABSTRACT

This study sought to explore the state of loyalty and performance within the Algerian administration. The idea to explore this topic arose from the researcher's observations of the high volume of employee complaints, which are heard almost daily, as well as the widespread discontent among citizens regarding the practices of the Algerian administration, which have led some to describe it as an oppressive force. The decline and corruption within the Algerian administration led us to identify the underlying reasons. The work environment has become hostile to competencies and a burial ground for talents. The employee-employer relationship has turned into an aversive relationship that gave birth to deviant behaviours, such as negligence, indifference, and frequent absenteeism. Consequently, the interests of both employees and citizens became jeopardized. It is disheartening to see that the determining factors of administrative behaviour have become favoritism and bribery. Our research followed a descriptive approach suitable for qualitative studies. We managed to conduct interviews with nine individuals working in different Algerian administrations. To sum up, There is no positive loyalty in Algerian administration, but performance is linked to individuals' ethical principles, rather than what serves the interests and goals of the administration.

Keywords: Loyalty, Administration, Performance, Work Alienation, Work Culture

INTRODUCTION

In their natural state, administrative organizations operate in a way that contributes to achieving and developing organizational loyalty among their employees. Wise management is committed to aligning its levels of loyalty with job performance within the organization. Recent years have witnessed special attention from researchers regarding organizational loyalty, to solve work problems imposed by modern contexts at several levels: administrative, technical, political, technological, social, economic, and so on.

Over time, organizational loyalty has gained its place in modern administrative thought, as it expresses the extent of sincerity, integration, and affection that employees show towards their organizations and their jobs. This is directly reflected in the organization and its objectives, either positively or negatively. Therefore, organizational loyalty is a key to determining the extent of employees' harmony with their organizations. High loyalty drives employees to devote all efforts to the organization's continuity, while low loyalty results in negative behaviors and effects, such as those suffered by our Algerian administrative organizations, represented in frequent absenteeism and job turnover.

Therefore, the performance of employees within their institutions has become closely linked to the degree of organizational loyalty to achieve efficiency in performance and increase productivity. It is also fully linked to the success or failure of organizations. In light of the foregoing, Algerian administrative organizations cannot live in isolation from the rapid changes and developments that surround them, nor can administrative leadership ignore the importance of organizational loyalty in achieving efficiency and quality of performance and continuity in a world that is changing rapidly in terms of knowledge and organization.

The reality experienced by Algerian administrative organizations can suggest the reality of work and

organization within our institutions in various activities. What is observed daily within the corridors of their administrations is that the element of organizational loyalty and performance is rarely taken into account by officials. Perhaps it can be said that the desired loyalty is not in line with what modern administrative and organizational thought wants. From here, the following problem can be posed: What is the reality of loyalty and performance within Algerian Administrative organizations?

Method of study:

In this study we relied on the descriptive approach as its qualitative research, and we used interviews and observation as research tools to understand the background of the phenomenon of loyalty and its effects on performance in the Algerian administration.

As a study sample we relied on a purposive sample of 9 employees from various Algerian administration; their educational levels, ages, and experience differ, to achieve the objective of this study, by investigating the causes and motives that contribute to form it positively and negatively, and its impact on organizations and institutions of different activities, without ignoring its direct and indirect effects on employees as well.

Our Theoretical framework is based on the socio-political approach that has shaped and continues to shape individual and collective behaviors extending into administrative and non-administrative organizations, producing an abnormal and unscientific state on the productivity and performance of individuals inside their institutions.

1. Loyalty: Linguistically, it refers to sincerity, faithfulness, covenant, commitment, support, and connection. It is the feeling of closeness and assistance. Technically, it is the feeling of belonging that grows within an individual towards something important, making them feel responsible for it, to achieve a social need, and it is done with all sincerity, love, and integration (Fayza, 2010, p. 102). Loyalty takes various forms depending on the contexts and specializations in which it exists: organizational loyalty, ideological loyalty, social loyalty, religious loyalty, sectarian loyalty, etc.

What concerns us in this study is organizational loyalty, considering that our study revolves in an administrative organizational context, and the definitions related to organizational loyalty have been numerous, as shown:

- It is the degree of feeling a positive sense in the employee towards their administrative organization, which drives them to adhere to its values and be loyal to its goals through association with it, while working to constantly strive to remain in it through the compatibility that arises between the employee's values and the organization's values. (Znini, 2012, p. 197)
- It is that conscious institutional management to provide a sustainable work environment to make employees close to their institution through a set of shared values that answer the basic needs of employees and achieve the goals of the organization in a mutual exchange of interest (Benjamin).
- It is the sum of behaviors that make the employee captive and qualify them to preserve their interests in parallel with their loyalty to the values of the organization (OUYAHIA, 2014).

_ Performance: It is an English term and has been defined by the OCDE as the profitability and results of the planned activities, the ends of which are to achieve the goals of the public authorities, as the Oxford dictionary defined it as achievement and implementation, and working on anything (Maltais). Definitions have varied and differed from the point of view and experience of researchers, writers, businessmen, and leaders of organizations, and what the researcher wants is what came in the definition of "Mass Gil Bert" who tried to differentiate between (Arvis, 2018) performance, achievement, and behavior. According to him, behavior is what the individual does of tasks within the organization, while achievement is the impact that remains after the individual stops working, and performance is the product of the interaction between the two (Arvis, 2018).

Administration: In public law, administration has two meanings: functional administration, which plays the role of public service and serves the executive authority as it is subordinate to it; and another organic meaning of administration, which means the organizational structure that includes all public employees (Bourdon, 2021).

Functional Alienation:

It is a psychological state experienced by the individual employee that expresses the individual's perception of himself and how he sees others as a result of his interaction with them in the environment in which he is present or located (Halouz, 2020, p. 20). It is also defined as: "Manifestations of a feeling of powerlessness, weakness of meaning, loss of standards, isolation, self-alienation..." (Functional Alienation and its Relationship to Self-Efficacy among a Sample of Employees at King Abdulaziz University in Jeddah, 2016), which is reflected in his self-efficacy within the organizational space to which he belongs. It is a condition that is very common in Third World countries, where the employee feels alienated, which makes him lose organizational and functional belonging as a result of bureaucratic management, resulting in a state of job dissatisfaction.

Work Culture:

the work culture in Algerian society suffers from a multi-dimensional crisis with historical roots. Several internal and external factors have contributed to it. The economic and social policy pursued by the political system after independence produced a kind of dependent culture based on state intervention and assisting individuals and institutions, and this affected the aspects of loyalty and performance of the Algerian administrations. The culture of socialism in the workplace has transformed into values of dependency, harming the concept of work and the institution. Work values are defined as: "General attitudes related to an individual's desires and interests in their work role." (Awarim, 2022, p. 343)

Factors Controlling Loyalty and Performance in the Algerian Administration:

Algerian administrative organizations exist in an environment that has rarely experienced stability for extended periods. This has been reflected in the culture and behaviors of employees, whether they are superiors or subordinates, and has affected these administrative entities. The reasons for this can be attributed to several factors, which we will mention as follows:

Political Factors:

Laswell defined politics as who gets what, when, and how. From this definition, it is understood that politics works to allocate scarce and valuable resources, and it is an important mechanism for solving problems. This is in the positive aspect of employing material and moral force within organizations and countries. In other instances, it may be a tool for creating problems and not exploiting available resources, but rather contributing to their scarcity. This is the case in underdeveloped countries, where politics has become an obstacle to the progress of individuals and groups. Contemporary organizations today are described as highly political entities, considering that the efforts exerted and the resulting goals are directly attributed to political processes (LibreTexts global). Therefore, the political environment constitutes an opportunity or an obstacle for administrative organizations. Whenever the political environment changes, the legal system changes with it, either through additions or amendments.

It is worth mentioning that the ideological orientation of the post-independence politicians, known for their hostility to everything connected to the colonial era, put pressure on the administration in Algeria, due to the overlap and contradiction in goals between the political and administrative spheres. Despite Algeria achieving its political independence, it did not achieve it administratively, as it remained subordinate to the French administration. This led to the emergence of numerous problems, including the absence of competent personnel for management. This prompted politicians to accelerate administrative reforms that have not stopped to this day. The following dates represent the ongoing administrative reform process, through which administrative structures were created: 1966, 1968, 1976, 1982, 1983, 1984, 1988, 1994, 1996, 1999, 2000, 2006, 2020. For researchers, these dates reflect the instability of the political system and the Algerian administration, which negatively affects the loyalty and performance of employees within their institutions.

Despite the numerous efforts and attention given by the Algerian state to the administrative reform of the public utility, most of the reforms have not achieved the desired results. The administrative apparatus remains traditional in its behavior and principles, suffering from numerous problems imposed by a political system

plagued by continuous instability. These problems include bureaucracy, not in the scientific sense as envisioned by Max Weber, but as desired by successive political authorities. Bureaucracy in the Algerian administration has been, and continues to be, an authoritarian tool for superiors and subordinates, aimed at administrative complication. The average observer notes the dissatisfaction of employees with their administrative bodies, and even the citizens have created a description for this administrative complexity, calling it "administrative terrorism," a term that expresses resentment, fear, and a lack of confidence in administrative bodies in general.

Furthermore, negative political practices have led to negative manifestations in the Algerian administrative apparatus, which we mention as follows (Al-Tayeb):

- Administrative routine, which has become an obstacle to improving administrative efficiency due to a lack of transparency in management, stagnation, and resistance to anything new.
 - Exploitation of administrative leaders' influence to serve their own interests, emulating politicians.
 - The spread of administrative corruption in the absence of effective oversight in the Algerian administration, serving personal gains through patronage, bribery, and embezzlement of public funds.
 - The lack of sound and well-organized structure based on internationally recognized scientific foundations in most Algerian administrations.
 - Favoritism, nepotism, flattery, and sycophancy within administrative bodies, are clear reflections of the behaviors of the political system, which drives distinguished employees to resentment and a lack of organizational loyalty to the organization. This is due to the emergence of another type of loyalty aimed at serving private interests in unacceptable ways.
 - A complete absence of a system of thinking and planning to overcome this inherent deficit in administration and to perform it at a decent level, due to the persistent intransigence of officials who refuse to consider change, a culture that has developed due to continuous policies since independence, which has produced administrative leadership that does not believe in science and knowledge in management.
 - * The spread of laxity, apathy, and weak ethical values, has prompted employees and citizens to complain about the administration, as we mentioned previously.
 - * The extreme centralization that the Algerian administration suffers from in transactions and in the decision-making process, constitutes an organizational barrier to organizational loyalty and employee performance. Unilateral management kills excellence and creativity and eliminates manifestations of positive loyalty, replacing it with a false loyalty that seeks personal gain.
- The political system in Algeria has not stopped trying to implement administrative reform that would move the administration and the Algerian employee to other horizons, as is the practice in developed countries. However, its attempts have remained stagnant due to:
- * Frequent political unrest and the security situation that Algeria previously experienced, so the security approach was the way to solve problems in various areas of competence.
 - * The weakness of the legal framework and its failure to keep pace with social and political changes, and its negative impact on the performance of employees and, consequently, the Algerian administration.
 - * The fragility and inefficiency of the bodies in charge of reform due to political interference through the system of allegiances in appointing those who supervise them and the reform process, in a clear contradiction between the goal and the tool, in a clear absence of scientific and objective means in the appointment.
 - * The administrative reform process remains only at the level of political discourse, far from being embodied as political-administrative behavior (political will).

Social Factors:

The social environment contributes to shaping individual or collective human behavior, interacting integrally with the political environment and sometimes contradicting it. Considering that management is an interactive social system, it exists within a social milieu that significantly influences individual behaviors within administrative organizations, due to the values and norms held by that society. Looking at Algerian society, it has a set of values, customs, and traditions that form its living culture and directly affect management styles and work methods within administrative organizations. This is preserved by regulatory laws, with social customs being one of their sources of legislation and enactment. Researchers "Jio Lik" and "James Yulok" confirm in their study of an Arab environment (Egyptian management), which is somewhat similar to the Algerian environment, the impact of the social environment on both past and present behavior.

The Cultural and Educational Development of the Individual:

Higher levels of education and culture, built on a foundation of knowledge, contribute effectively and positively by shaping the general pattern of governmental and non-governmental administrative organizations. This is often lacking in Third World countries in general, and their organizations in particular, as these organizations are subject to a phenomenon of illiteracy that diminishes their activity and mortgages their future. This is due to the organizational culture that arises from the illiteracy of individuals within the organizations. Although illiteracy in the age of speed has moved beyond reading and writing, which some countries still struggle with, to technological illiteracy in information technology, there is also a managerial illiteracy suffered by administrative organizations in developing countries due to the educational and cultural development of the leading elites. This phenomenon forces the administrative system to use unwritten communications and multiplies the levels of executive authority, making the organizational structure complex and lengthy (Kliwat, 2014). Administrative organizations that have benefited from culture and higher education have overcome this by making loyalty within the organization organizationally knowledgeable, in its positive aspect, by striving to improve its levels by reducing administrative levels through decentralization and incentives, providing information systems, in addition to participation in decision-making and accepting the idea of change based on a vision. This level of management is contributed to by education based on quality, which creates a sophisticated culture.

The social factors created by the social environment, which are represented in a set of values, customs, and standards, are what control the behaviors of individuals within societies and their behaviors that must be addressed by organizations within administrations. This is what the Algerian administration must take into account and work to change, considering that behavior is changeable in the presence of knowledge, motivation, and appreciation, to avoid pushing employees into dependency and working to strengthen influence (negative loyalty), thus wasting their competencies and energies.

Study Field Framework:

General Framework for Respondents:

Research ed	Gender	Age	experience	Job Ttle	Educational level
1	female	38	15 years	Libraries Annex (University of Tiaret	Master of Information Technology Engineering
2	male	38	10 years	Analyst Administrator (Tax .(Directorate	Marketing PhD
3	male	53	33 years	Inspector at the directorate of Education in Tiaret	Literature PhD
4	male	54	31 years	Chief conservator of forests	Forest technician

5	male	36	8 years	Administration agent	Certificate of applied studies in business administration
6	male	39	10 years	Principal agent Administrator of .(Rahouia Hospital (Tiaret	Bachelor
7	male	35	11years	Head of Technology Department (Tiaret Cleaning .(Corporation	State Engineer in Biology
8	male.	36	12 years	Head of the Administration and Resources Department, ANSEJ	Master of Science in Management 8
9	male	40	16 years	Municipal administration assistant (medroussa	Bachelor of French Language

From the table, it is observed that the percentage of the age variable of the respondents between (50 and 60 years) is 22.22%, and 77.77% are between (30 and 40 years). Regarding the experience variable, we find that those with experience from (1 to 10 years) constitute 33.33%, 44.44% have experience between (11 and 20 years), and 22.22% have experience exceeding 30 years. We also note that the gender variable for females is 11.11%, while the remainder are males. Furthermore, there is a variation in the job title for each respondent: 33.33% represent the proportion of lower-level positions, specifically administrative assistants, and 66.66% represent the position of administrative officer, and 11.11% represented the position of university libraries assistant. Regarding the educational level variable of the respondents, it was as follows: 22.22% hold a doctoral degree, 22.22% a master's degree, 11.11% a bachelor's degree, 11.11% a degree in applied studies, 11.11% are state engineers, 11.11% hold a technical certificate, and 11.11% hold a baccalaureate degree.

DISCUSSION

Nature of Loyalty in the Administration:

Loyalty plays an important role in the continuity of administrative organizations, which see it as a necessary and obligatory matter that must be positively consolidated to become organizational loyalty. However, some environments may lack this corporate culture, replaced by a culture far removed from what modern administration calls for. In these environments, a special kind of loyalty emerges, aimed at serving the private interests of individuals and groups, and overseen by the administrative leadership. This is what respondents number 2, 3, and 9 confirmed, stating, "There is only loyalty to private interests here." This leads to a feeling of non-belonging, as all respondents confirmed, saying, "What loyalty are you talking about? We have no loyalty to anyone, not to the administration, nor to anyone. We are just trying to earn our living." Respondent number 6 stated: "My loyalty is to the douro (meaning whoever pays more)." This culture has become a daily behavior in the Algerian administration. It is also noticeable that employees are late for work, and when you ask them, they declare, "I am tired of this job." This is what respondent number 2 confirmed to me, saying: "I go late on purpose to spite them." This matter pushes employees to continuously search for another opportunity to move to another institution and change the work environment due to the absence of job satisfaction, which all respondents confirmed, feeling a sense of alienation, as respondent number 2 stated, "I feel like a stranger." The same goes for respondent number 1, who stated, "If only they would bring back early retirement, I am tired of the job and have no loyalty to anyone." What the researcher noticed was their anxious tone and a state of doubt and fear of the future In their workplace, as Researcher No. 8 stated, "There's no harmony, nothing at all," to which Researcher No. 2 added, "I've been requesting a transfer for two years due to the psychological and health damage my workplace has caused me, but no one listens, even though I have a doctorate and they tell me about loyalty!!!!". Anyone contemplating the state of the administration would ask how an administration with no organizational loyalty can continue. Researcher No. 5 answers this by saying, "It runs on bribery and corruption; their role is to break people and the country, and we're working just to try and get a visa somewhere," adding,

"Whoever tells you they have loyalty to the administration, that's out of fear of dismissal or deduction, and it's false loyalty until God brings relief." As for Researcher No. 7, he said briefly, "I have no loyalty." Anyone reflecting on the interview conducted realizes the size of the gap between organizations as a moral entity and the human resources within them. The truest expression of this is the state of schizophrenia that administrative organizations in Algeria are experiencing, due to several factors already mentioned, to the point that reality expresses a complex psychological state suffered by employees in Algerian administrations, which prevents them from adhering to and defending their institutions, the reason is the nature and style of management in addition to the behaviors caused by administrative corruption, which has pushed many employees into a state of job alienation because they reject those behaviors and are unable to stand up to them, as confirmed by Researcher No. 2: "If there were other opportunities, I wouldn't have stayed in this administration, but I have to look for another opportunity and another place that appreciates me." Traditional administration, which state officials constantly strive to establish, is a graveyard for talent and human competencies in light of the scientific and technological progress that has propelled some organizations to new horizons. This has not been understood by decision-makers in the Algerian state, as outdated practices are still being reinforced, Efforts are being made to ensure their continuity, the respondents' answers, despite their differences, reflect this, and the complete absence of organizational loyalty, which is replaced by loyalty to individuals and narrow interest groups.

The Relationship Between Loyalty and Performance:

Organizational loyalty inevitably leads to improved performance. Positive loyalty motivate individuals to exert their best efforts to achieve excellence, creativity, and innovation thereby maintaining their organization's image within its environment. However, performance isn't always related to loyalty in some administrative organizations. Performance is the part that must be vibrant, as it's attached to the main element in the organizational and production process. The researcher noted, through interviews with respondents, that they shared the view that their performance within their departments and institutions stemmed from ethical considerations that eased their conscience and had no connection to loyalty to the organization or individuals. They considered this part of their noble commitment at times, albeit at a minimal level in Algerian administrative organizations. This was confirmed by Respondent No. 3, who stated, "My performance is linked to my ethics and upbringing and has no relation to loyalty. I have no loyalty to the administration I work for. I do my job to the best of my ability, and I realize that the impact of my performance is limited in the absence of a stimulating work environment." Along similar lines, Respondent No. 8 affirmed, "My performance is linked to my psychology and ethics, but loyalty is completely distant. In the beginning, you enter enthusiastically, but over time, you discover that you are wasting your time and cannot offer anything better, so I only perform tasks that ease my conscience." As for Respondent No. 4, "Performance!! They didn't even give us the opportunity to show them my performance. The directives don't allow us to do what the work requires. Performance is freedom and participation, and this doesn't exist here." This respondent expresses a negative psychological suppression towards the administration he works for and complains about the lack of opportunity to demonstrate his abilities, despite having 31 years of experience. As for Respondent No. 1, "Is there performance in our administration? Routine has killed us.... But performance for me depends on the supervisor." Through this answer, she conveyed that what she offers depends on the supervisor's treatment, and this "What researcher number 9 also confirmed: 'Flattery of the official is the key to everything in our administration, but my performance is based on ethics.' These interviews showed that employees in Algerian administrations suffer from a lack of appreciation, which leads them to take responsibility for the tasks assigned to them, in the clear absence of their functional roles, performance improvement incentives, skills development, and clear paths for development. This is the role of the organization, which is absent, as researcher number 1 confirmed: '15 years and I have not been promoted and I am still performing the same functions.' As for researcher number 2: 'With a doctorate I am still performing the task of an administration assistant.' This is an indicator of the waste of energies and human capabilities within administrative organizations, which do not take into account the value and importance of the human resource, as researcher number 9 said: 'Do you know that I am a professional worker level 3 and I perform administrative roles outside my duties, and my bachelor's degree did not help me to be promoted after 16 years of experience... These people don't appreciate humans.' The mass of resentment and anger that accompanied the respondents' answers explained the dire situation in which the employee lives in the Algerian administrations, which made him despise the researcher's terms (loyalty, performance, job satisfaction....), as researcher number 5 said: 'Job satisfaction, hahaha, loyalty, performance... These things are not for us, brother, look for them abroad.' Here,

you realize that Algerian administrative organizations are failing in their organizational aspects, considering that performance management is important from an organizational point of view, due to its connection to the organization's goals. Here, the researcher raises fundamental questions: Does the Algerian administration work towards achieving its goals? And do the Algerian administrative organizations recognize the extent of the internal and external changes that surround them in a rapidly evolving world? What is the value of the human being in the eyes of the Algerian administrator? These questions need answers and in-depth research, even though what the employees presented answers them relatively."

The Relationship of Politics to Loyalty and Performance in Algerian Administrative Organizations:

Anyone who contemplates the daily life of Algerians at various functional and academic levels realizes the strong presence of politics in people's lives. Hardly a conversation in a group goes by without mentioning politics, whether internal or external. What concerns the researcher is the internal political affairs and their repercussions on the behavior of individuals. Through interviews, it became clear that the majority of respondents confirmed that politics, represented in successive political systems, is the reason for the situation in the country in general and in administrative organizations in particular. Unstable public policies, legislation, and laws have played a role in shaping a specific work and management culture that does not consider the value of the human being as a human resource and a fundamental element in building the state and society. All movements of political systems were destined to fail in building a conscious and efficient administrator and employee who values the public interest of the state. Consequently, the results were in the category of limiting opportunities rather than creating opportunities, contrary to what political discourse promoted. The political environment confined the systems to legal molds that limit the freedom of management within organizations, thus creating a logic based on negative loyalty through favoritism in appointing administrative leaders at the head of administrative organizations. This prompted employees to try to circumvent what politics had done with negative behaviors represented in administrative corruption or resignation from everything related to public affairs and public interest. This has caused great damage to society and the state in the absence of organizational loyalty based on scientific and cognitive principles, and individual and collective performance that contributes directly to the stability and sustainability of organizations. Some believe that politics does not influence their behavior within the organization, but rather that matter relates only to the organization's failure to improve their working conditions and provide what is necessary to achieve loyalty and performance within it. This is what Researcher No. 6 confirmed, saying, "Don't involve me in politics, I don't trust it." This rejection of linking his loyalty and performance to politics due to his distrust of it is, in itself, a political complaint from one party towards the political system. Similarly, Researcher No. 8 confirmed, "Politics has no role."

In this vein, Researcher No. 9 said, "Relatively, but I don't think so." His statement did not align with his facial expressions, which suggested that politics played a role in the Algerian individual's situation. Some may disagree on this matter, but what is observed in social media, as a condition for free expression in light of systematic media closure, indicates that the state of discontent is widening, especially in light of the economic and social conditions, which inevitably lead to a change in the behavior of citizens and, consequently, employees. Researcher No. 5 confirmed this, saying, "I'm looking for a parallel job to improve my income. The situation is not good. Open Facebook and see how things are." He was trying to alert me to the reality of social media. Researcher No. 3 agreed with him, "I am an executive and I can't keep up with the cost of living... I'm thinking of going into business." How can such employees have loyalty to their organizations and performance that directly contributes to improving their image, in light of the difficult psychological conditions experienced by employees due to the failed policies of the ruling regime? Politics controls all systems as the head that leads the body. It either creates opportunities through a project that focuses on social and economic development, which passes through good education to build a responsible and conscious person in a free environment, or it eliminates opportunities through mismanagement, closure, and prohibition. The organizational environment needs an open political atmosphere that helps leaders of administrative organizations to manage freely, with a set of laws and legislation that do not limit their freedom. Therefore, a stable and open political climate ensures the opportunity for organizations to provide what loyalty and performance require, which is:

° Excellent organizational climate.

° Job Satisfaction.

- ° Organization Justice.
- ° Organization Trust.
- ° Organization Culture.
- ° Leadership Style

CONCLUSION

The issue of loyalty and performance in the Algerian administration is subject to several considerations that have contributed to the composition and psychology of the Algerian employee. Under no circumstances can we separate the reality of loyalty and performance today from the context of the extension of history into the present with its political, social, and economic dimensions. This matter has made the employee a hostage to their circumstances and the country's circumstances, prompting them to choose behaviors that contradict their values and beliefs, which they have always derived from the values of the November Revolution and the slogan of its declaration that focused on the Islamic democratic social character, carrying within it the values of the Western world in work, and its sanctity in Islam, in addition to the necessity of social solidarity between the state and society. However, the political paths followed and their failures have produced a cultural distortion of the concept of work, and a reliance-based character has become dominant, so laxity and apathy at work, favoritism and cronyism have spread. All these factors have contributed to the failure of administrative organizations organizationally, thus preventing distinguished performance and positive organizational loyalty. From the standpoint of our analysis, we have drawn the following set of results:

- The absence of trust between employees and their administrative organizations due to the traditional management policy that still exists in the Algerian administration.
- The social support policy pursued by the political system has produced failed organizations, an incapable individual, and a work environment that repels competencies.
- The absence of scientific methods in the Algerian administration.
- The absence of a system of incentives based on performance and productivity, and its focus on social aspects, as everyone can obtain quarterly work productivity.
- The spread of administrative corruption and the emergence of loyalty and dependence on individuals and interest groups.

The researcher recommends the following:

- The need for the political system to be aware of the challenges of the external and internal environment in which Algerian administrative organizations exist.
- Following scientific methods in management and focusing on competence in employment.
- Establishing an incentive system based on competitiveness and merit.
- Working to change the culture and behavior of employees by creating a work environment whose goal is organizational success.

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