

HOW TO MAINTAIN EMPLOYEE LOYALTY DURING A CRISIS

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Annotatsiya. Tashkilotning barqarorligi va uzoq muddatli ishlashi inqiroz sharoitida xodimlarning sodiqligini saqlab qolishga bog'liq. Kompaniyalar sog'liqni saqlash inqirozlari, global tanazzullar va iqtisodiy tanazzullarga duch kelganda, ilhomlangan xodimlarning majburiyatlari eng zarur bo'ladi. Xodimlarning sodiqligining asosiy elementi bu ishonchni kuchaytiradigan va tashkilot ichida hamjamiyat hissini yaratadigan ochiq muloqotdir. Noaniqlik davrida xodimlar o'zlarining roli va tashkilotning diqqat markazida aniqlik va ishonchni izlaydilar. U umuman tashvish va sodiqlik darajasini sezilarli darajada kamaytirishi mumkin; Bunga muntazam yangilanishlar va muhokama forumlari orqali erishiladi. Ikkinchidan, hamdardlik ko'rsatilishi kerak; o'z xodimlarining tashvishlarini eshitish va ularni tinglash va ularga hissiy yordam berish orqali menejer kompaniyaga sodiqlikni oshirishi mumkin. Inqiroz davrida xodimlarning sa'y-harakatlarini tan olish va qadrlash bir xil darajada muhimdir. Yutuqlar qanchalik kichik bo'lmasin nishonlanadi va xodimlarning ma'naviyatini oshirish vositasi sifatida sadoqatini ko'rsatadi. Ish beruvchilar, shuningdek, moslashuvchan ish jadvallari va ruhiy salomatlik uchun resurslardan foydalanish orqali o'z xodimlarining sog'lig'ini birinchi o'ringa qo'yishga chaqiriladi. Maslahat xizmatlaridan foydalanish qanchalik oson bo'lsa va ish va hayot muvozanati qanchalik ko'p bo'lsa, xodimlarning sadoqati va qoniqishi shunchalik oshadi, chunki odamlar o'zlarining shaxsiy va professional hayotlarida qo'llab-quvvatlanayotganini his qilishadi (Smit, 2021). Bu sog'liqni saqlashga sarmoya kiritish orqali saqlab qolish uchun sarmoyadir va bu sizning biznesingizga juda ijobiy ish muhitini saqlashga yordam beradi. Quyida inqirozli vaziyatlarda rahbarlarga sodiqlikni rag'batlantirishga yordam beradigan foydali takliflar keltirilgan. Ochiq muloqot, hamdardlik, e'tirof va har tomonlama qo'llab-quvvatlashga e'tibor berish tashkilotlarga nafaqat mavjud qiyinchiliklarni engib o'tishga yordam beradigan, balki kelajakda muvaffaqiyatga erishishga yordam beradigan kuchli sodiqlik bazasini yaratishda asosiy blok bo'lishi mumkin (Smit, 2021).

Kalit so'zlar: hodimlarning sodiqligi, inqirozni boshqarish, tan olish va mukofotlash, ruhiy salomatlik manbalari, tashkilot madaniyati, ishonch va majburiyat, qo'llab-quvvatlash tizimlari

Abstract. Organizational resilience and long-term performance depend on retaining employee loyalty amidst a crisis. When the companies deal with public health

crises, global disruptions, and economic recessions, that is when the commitment of an inspired staff is most needed. A key element of employee loyalty is open communication that fosters trust and creates the feeling of community inside the organization. In times of uncertainty, employees look for clarification and assurance of their role and the organization's focus. It can dramatically minimize the levels of anxiety and loyalty in general; this is attained through regular updates and discussion forums. Secondly, empathy should be shown; by hearing out the concerns of one's employees and listening to them and giving them emotional support, a manager can heighten loyalty to the company. It is equally important to recognize and appreciate employees' efforts during a crisis. Accomplishments no matter how small are celebrated and show employee loyalty as a means of raising morale. Employers are also summoned to make the health of their employees a priority through flexible working schedules and access to resources for mental health. The easier it is to access counseling services, and the more work-life balance there is, the more employee loyalty and satisfaction will increase, as people feel supported in both their personal and professional lives (Smith, 2021). It is an investment in retainment through investing in health, and it will help your business maintain a very positive working environment. Following are some useful suggestions that can aid leaders in spurring loyalty during crisis situations. Emphasis on open communication, empathy, acknowledgement, and all-around support may provide the building block for organizations in creating a strong backbench of loyalty that would not only help them tide over the present difficulties but set them up for success in the future (Smith, 2021).

Keywords: Employee Loyalty, Crisis Management, Recognition and Reward, Mental Health Resources, Organizational Culture, Trust and Commitment, Support Systems.

Аннотация. Организационная устойчивость и долгосрочная эффективность зависят от сохранения лояльности сотрудников в условиях кризиса. Когда компании сталкиваются с кризисами в области общественного здравоохранения, глобальными потрясениями и экономическими рецессиями, именно тогда приверженность вдохновленного персонала становится наиболее необходимой. Ключевым элементом лояльности сотрудников является открытое общение, которое способствует доверию и создает чувство общности внутри организации. В периоды неопределенности сотрудники ищут разъяснений и гарантий своей роли и фокуса организации. Это может значительно снизить уровень тревожности и лояльности в целом; это достигается с помощью регулярных обновлений и дискуссионных форумов. Во-вторых, следует проявлять эмпатию; выслушивая опасения своих сотрудников, слушая их и оказывая им эмоциональную поддержку, менеджер может повысить лояльность к компании. Не менее важно признавать и ценить усилия сотрудников во время кризиса.

Достижения, какими бы незначительными они ни были, празднуются и демонстрируют лояльность сотрудников как средство повышения морального духа. Работодатели также призваны сделать здоровье своих сотрудников приоритетом с помощью гибких рабочих графиков и доступа к ресурсам для психического здоровья. Чем проще получить доступ к консультационным услугам и чем больше баланс между работой и личной жизнью, тем больше будет расти лояльность и удовлетворенность сотрудников, поскольку люди будут чувствовать поддержку как в личной, так и в профессиональной жизни (Смит, 2021). Это инвестиции в удержание посредством инвестиций в здоровье, и это поможет вашему бизнесу поддерживать очень позитивную рабочую среду. Ниже приведены некоторые полезные предложения, которые могут помочь лидерам в стимулировании лояльности в кризисных ситуациях. Акцент на открытом общении, сочувствии, признании и всесторонней поддержке может стать строительным блоком для организаций в создании сильной скамьи лояльности, которая не только поможет им преодолеть нынешние трудности, но и настроит их на успех в будущем (Смит, 2021).

Ключевые слова: лояльность сотрудников, управление кризисами, признание и вознаграждение, ресурсы психического здоровья, организационная культура, доверие и приверженность, системы поддержки.

Introduction. This article highlights some of the important theories and concepts from relevant literature in summarizing strategies that may be used to retain employee loyalty during crisis periods. It outlines the vital components in regard to the support systems, communication, sympathetic leadership, and recognition. This shall, in turn, aid the executives in developing practical ways through which they can engender loyalty at crucial times and ensure a workforce that is committed to organizational resilience for the attainment of long-term performances.

In the fast-changing commercial world today, crises can come as a bolt out of the blue and catch companies and workforces off guard. Events due to natural catastrophes, economic downturns, and public health issues may render the employees diffident and jittery and hence undermine their commitment and loyalty. Employee loyalty is an outcome not only of job happiness; it also constitutes one of the significant resources supporting organizational stability, productivity, and success in general. The cultivation and conservation of devotion become more urgent when organizations address challenges that have hitherto been unheard of (ILO, 2019).

Loyalty during crisis time in Business: An Overview

The aim of this chapter is to discuss loyalty during crisis time and how it provides significant inputs to organizational resilience. It outlines the most important strategies for encouraging staff devotion during times of hardship, including open

communication, sympathetic leadership, recognition, and support systems. The chapter explores relevant research and best industry practices with a view to giving practical guidance to leaders on how leaders retain a loyal team that enhances their ability to bounce back from adversity.

The loyalty of employees, especially in times of emergency, has become an important subject of research in organizational behavior. According to Meyer and Allen (1997), loyalty is the emotional attachment an individual employee feels toward their company. Loyalty impacts productivity, retention rates, and general organizational effectiveness. Times of crisis—from global health crises to economic downturns—foster the added importance of cultivating employee loyalty. According to research, companies with devoted personnel are better able to handle difficulties, adjust to changes, and continue to run efficiently (Baker & McKenzie, 2020).

1. Communication and Transparency

Indeed, the importance of open communication at times of crisis is one of the better-documented themes in the literature. Workers will normally feel anxious and apprehensive about job security and the future of the firm when times are hard. Such fears can be greatly alleviated by the use of effective communications methods, including frequency of update, public fora, and direct access to leadership (Foster & Cummings, 2015). For example, 2020 McKinsey research documented that during the COVID-19 pandemic, companies that kept lines open and free reported better levels of employee engagement and greater confidence in leadership. That emphasizes creating an atmosphere where workers are informed and included in decision-making.

2. Empathy in Leadership

Another important factor that contributes to employee loyalty, even in times of crisis, is leadership empathy. It is through empathy that leaders can show real interest and understanding of the challenges facing employees, creating supportive environments that foster loyalty. According to a study done by Goleman (1995), emotionally intelligent leaders—especially the emphatic ones—can easily inspire and engage their teams effectively. Employees look to their leaders in times of adversity for guidance and security; empathetic leadership may lessen some of the stressors and heighten commitment.

Empathetic leadership also furthers general employee well-being by creating an optimistic working environment. According to a study by Cummings et al. (2016), groups working under a caring leader maintain higher levels of cooperation and trust, which are two vital ingredients for when the going gets tough. Workers are more likely to be loyal and overcome adversity if they feel leaders understand and support them. It means that companies should focus on training executives to be emotionally intelligent and empathetic so that the companies have better loyalty in times of crisis.

3. Recognition and Reward

Rewards and recognition systems are handy in retaining worker loyalty, especially in periods of crisis and distress. The availability of research indicates that recognition of workers' contributions, particularly during difficult periods, cultivates a feeling of appreciation and part of the organization. The availability of rewards can take on an official nature of awards but also unofficial forms where people appreciate hard work. Recognition will lead directly to higher work satisfaction, and the latter will positively influence organizational commitment. It was so extracted by Saks 2006. Seeing as though employees are always on edge in times of crisis and filled with uncertainty, appreciation is seldom overlooked. Formal recognition programs may be one of the finest means of improving morale. Companies that acknowledge successes and milestones, no matter how minute they may be, allow for a culture of appreciation to create loyalty within. For example, a Gallup survey conducted in 2020 claimed that "employees who receive regular praise are more likely to be engaged and committed to their organization." Commitment is very significant during crisis situations; this is because a motivated employee is said to be more capable of realizing the objectives of an organization.

4. Support and Well-Being

Support is generally recognized as key to retaining employee loyalty, at least with respect to flexible work schedules and mental health services. Workers need holistic support systems that would promote their well-being at a time when work and personal life are always intertwined. Scientists also established that organizations which offer mental health support showed higher satisfaction and lower intention to quit among employees. Some familiar examples of such initiatives are wellness programs, counseling services, and stress-reduction tools that can enhance loyalty to the company and job security for employees (NHS, 2022).

Employers' allowing flexible work arrangements, such as enabling employees to work from home and having flexible schedules, promotes their loyalty. Employees who can balance their personal life and work are reported to be more satisfied with their jobs and likely to remain with the same employers than others do. To that end, work-life balance policies aimed at the well-being of employees are an ingredient that employers must use in order to retain loyalty during crisis periods.

5. The Role of Corporate Culture

The second, more important aspect is how organizational culture affects employee loyalty in times of crisis. A good and strong organizational culture can act as a shock-absorbing system to help absorb the negativity of a crisis. Organizations that emphasize inclusion, trust, and teamwork at a high level create an environment where employees can feel safe and appreciated; such an environment creates loyalty. Therefore, Schneider (2013) have identified that during adverse conditions, the possibilities of retaining the staff members were brighter in organizations with a shared support

culture. A culture whereby shared values and goals are placed as first priority might help in ensuring employee commitment and participation. The more the company culture has fostered teamwork and a commitment to overcoming adversity together, the more they are likely to stick together during a hard time. A good culture is what helps an organization's resilience through hard times, helping retain staff and attract new talent. For that matter, a company with a very great innovation and adaptation culture will be able to take on the obstacles from the outside while providing meaning to its staff members.

6. Technology's Impact on Engagement and Loyalty

The rapid development of technology plays a major role concerning the loyalty an employee gives during crisis periods. However, collaboration platforms and digital communication technologies play an important role in keeping the teams connected while working from home. The companies that manage to use technology effectively can increase employee engagement and accelerate the pace at which communication is carried out; it also provides the staff with the necessary tools for success in a remote work environment. Research has documented that companies investing in technology, which fosters cooperation and improves communication, pay back in the form of increased loyalty and happiness among the employees (Miller & McMurray, 2020).

Research Methods. The empirical and theoretical approaches to maintaining employee loyalty during crisis periods are the backbone of this research paper, and empirical and theoretical methods remain the very backbone of scientific research. A combination of qualitative and quantitative techniques has been used in organizational and social data collection. Qualitative research methods-focus groups and interviews-had been carried out to investigate the experiences and perceptions of employees and supervisors on the issue of loyalty during crisis times. Quantitative approaches include surveys to assess the happiness of workers, their engagement, and, if necessary, how some loyalty-building campaigns are faring on the ground. Quantitative approaches also involve surveying to acquire information about worker happiness, engagement, and success or failure of specific campaigns for building loyalty.

Purpose of the Study. This research reviews some strategies and practices an organization could implement to attain employee loyalty in times of crisis. Specifically, it examines the levels at which communication strategies and compassionate leadership can be implemented as paths to creating employees' commitment and trust. A search in these key areas may yield practical insights which businesses in practice can apply to optimize employee retention and engagement in times of crisis. This will also examine how loyalty is maintained through recognition and support systems and provide an in-depth understanding of the variables that affect employee commitment during times of

uncertainty. The findings from this will help managers and human resources specialists with an insight to aid them in building a committed and robust team during adversitie

Result & Findings. In all, 32 private sector employees responded to the survey, which provided valuable insights into how they feel communication, leadership empathy, recognition, and company support in general are during the crisis. The company has indeed been able to institute communication strategies, as reflected by the significant 84.4% of the respondents who reported being satisfied with receiving adequate communication from the leadership. This overwhelming response is indicative of the need for an explanation and assurance in uncertain times. Relative to this, 59.4% of the respondents think that the management is concerned and empathetic towards the problems of the workers. The remaining 40.6% responded that it is not always apparent, meaning that the managers have room to become more emotionally near the employees when there is a crisis.

A total of 68.7% of the interviewed identified recognition as an essential aspect of employee satisfaction. This also indicated strong anticipation of organizations acknowledging and appreciating the work that their employees undertake during a time when morale is at an all-time low. Organizations should strengthen their efforts on mental health in order to provide further support to their employees, since the responses were mixed regarding the workers and the support systems and services for mental health. Only 50% of the employees reported satisfaction with such resources. Workplace flexibility was generally seen as positive; 53.2% of the responding employees reported that their work arrangements were "Very flexible" or "Somewhat flexible." However, the 12.5% who claimed they had little flexibility showed that more changes may be needed to assist all workers in balancing their work and personal life.

Moreover, 62.5% described the overall organizational culture as "Excellent" or "Good", meaning the company is enabling and provides a very encouraging atmosphere. However, feelings of the respondents toward membership in the company varied, as 43.8% of respondents showed indifference to their membership in the company. This presents an opportunity for the leaders now to focus on building a closer sense of unity among the employees. Interestingly, a full 68.8% also reported being likely to continue with the company after the crisis, which generally indicates positive retention. This means that in those areas where less satisfied results were reported- namely empathy and support, employee engagement, loyalty, general resilience- enhancements can be made to further improve organizational outcomes in the longer run.

Discussion. The results of a survey given to private sector employees provide the first substantial new information regarding the dynamics of employee loyalty during an emergency situation. High communication satisfaction ratings of 84.4% indicate that businesses have kept their employees well-informed and involved. It also aligns

with previous studies that have identified open communication as critical in developing trust and reducing anxiety during times of uncertainty. On the other hand, the area for further development is indicated by the fact that a majority of 40.6% felt that leadership does not always show empathy. Empathetic leadership is hence very fundamental since it aids in bringing forth a very favorable working environment where the staff are valued and appreciated, especially when things are not going well (Foster & Cummings, 2015).

Recognition was pointed out as one of the highly influencing aspects of employee loyalty, with 68.7% of the participants rating this as "Very important" or "Important." The study provided proof that businesses must acknowledge and put proper recognition programs into place, ones that ensure recognition of accomplishments motivates employees and strengthens their morale and loyalty. According to Saks, during times of crisis, praise for effort can increase work satisfaction and organizational commitment by as much as. As noted by Saks (2006), the contradictory findings of mental health services also support that, even when partial support networks exist, they need to be enhanced further. Organizations should make sure that the workers feel their support in life, both personal and professional, by giving top priority to the mental health programs, raising employee satisfaction and loyalty.

Conclusion. The bottom line is that employee loyalty in times of crisis is crucial for long-term success and organizational resilience. The strategies toward maintaining a committed workforce include strong support networks, recognition of contributions, empathetic leadership, and effective communication. The results of the poll further stress openness in communication and empathy due to the fact that they allay employee worries and build trust. Recognizing workers' effort, offering adequate mental health services, and flexible working schedules also improve job satisfaction and commitment. With these strategies taking precedence, businesses not only navigate the current challenges but set up for future success, which in the end ensures a dedicated and engaged staff to be an integral partner to organizational stability and effectiveness.

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