

FACTOR ANALYSIS OF MOTIVATION AFFECTING EMPLOYEES' LOYALTY.

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ABSTRACT

Businesses have been moving forward rapidly in the field of technological innovation. Business organizations need to adapt and innovate to survive in the business world. Managers are responsible for the success of business companies, however the main drivers of success are the company employees. Their loyalty and working performance are significant keys to the success of any business organization. Without these it would be difficult for business organizations to achieve their mission, vision and goals. Workplace motivation is very important as it is key to increasing job satisfaction amongst employees. Consequently, they become more loyal and increase the energy they put into their work. The level of motivation and satisfaction exhibited towards an organization varies from employee to employee. The company has fewer problems if the turnover rate is low, as this shows that employees have a high level of loyalty towards the company. To prevent committed and talented employees from leaving the company, they need to be retained. The purpose of this research will be on motivation and satisfaction, and the impact that have on employee loyalty related data. The data has been collected from a case study company called Somkiat Business Company Limited (SKB) located in Kanchanaburi. The qualitative approach has been applied to the study.

Keyword: Motivation, Loyalty, Satisfaction, Factor Analysis

INTRODUCTION

Businesses have been moving forward rapidly in the field of technological innovation. Business organizations need to adapt and innovate to survive in the business world. Managers are, to some extent, responsible for the success of business companies, however the main drivers of success are the company employees. Their loyalty and working performance are significant keys to the success of any business organization. Without these it would be difficult for business organizations to achieve their mission, vision and goals. In addition, motivation is related to employees' level of job satisfaction. For example, if employees are motivated to do their job or task of work, they will feel satisfied with their work and perform well. The level of motivation and satisfaction exhibited towards an organization varies from

employee to employee. The focus of this study will be on motivation and satisfaction, and the impact these have on employee loyalty. The case study it will be based on is the Somkiat Business Company Limited (SKB) located in Kanchanaburi. SKB was established in 1982 by Mr Somkiat Chootrakool. The company started the transportation business using ten-wheeled trucks and trailers. SKB has used labor management which, since 2000, it has supplied mainly to the Siam Cement Public Company Limited (SCG) in Kanchanaburi and Ratchaburi. SCG is the largest cement company in Thailand and Southeast Asia. It has now expanded into three off-shoot businesses: SCG cement-building materials, SCG packaging, and SCG chemicals. SCG packaging and SCG chemicals have been processed by factories in Bangpong of Ratchburi and Wongsala of Kanchanaburi respectively. Some elements of these processes need to be managed through outsourcing. The main administrative role of SKB is to supply and manage the employees who work for SCG units in both the Bangpong factory and the Wongsala factory.

OBJECTIVE

The purpose of this study is to focus on motivation, satisfaction and the impact these have on the loyalty of employees to SKB. The objectives of the study are as follows:

- To study the background and characteristics of work at SKB;
- To identify motivation and satisfaction in work at SKB;
- To identify dissatisfaction in work at SKB
- To determine motivational factors of related to employee loyalty at SKB;
- To develop solutions to increase employee retention the at SKB.

LITERATURE REVIEW

This section will review relevant research that will explain the context of the study. It will define and explain the concepts of motivation, job satisfaction and loyalty. It will then explore various theories of motivation, focusing particularly on Herzberg's motivator-hygiene theory. This theory is relevant to the business world and addresses two main areas which are motivation factors and hygiene factors respectively. The review has four parts as follows 1) Motivation 2) Herzberg's motivator-hygiene theory 3) the concept of job satisfaction and 4) the concept of loyalty.

Motivation

Mitchell (1982) proposed that motivation was important because it was often recognized as "a psychological process that causes the arousal, direction, and persistence of voluntary actions that are goal directed" (p. 81). Wiley (1997) described motivation as encapsulating the following assumptions: (1) motivation was contingent upon a precise examination of personal, task, and environmental characteristics that have the ability to influence the behavior and job performance of an employee; (2) motivation was not a permanent attribute; it could change and be influenced by personal and situational factors, and (3) motivation affected behavior but not performance. Snell (1999:8) argued that motivation was all encompassing. Everyone needs motivations to achieve their target objectives in life. Even the most talented people cannot reach their potential without motivation. With motivation, everyone can perform at a level that transcends their intelligence and academic ability. Snell also argued that company staff or employees in effect were the company. They project the image of the company that customers can see. Thus, they have the power to deliver a high-quality standard of service to customers or business

partnerships. The image of the company is therefore based on its employees, not its managers.

Similarly, Bateman and Snell (1999: 440) agreed that motivation referred to the forces that energize, direct and sustain a person's efforts. They argue that virtually all behaviors, except those which are involuntary, are motivated. People who are highly motivated will work hard to achieve their performance goals. In conjunction with adequate ability and an understanding of the job, an individual can be highly productive. Sansone and Harackiewicz (2000:1) argued that motivation referred to two different forms of behavior: 1) basic biological needs or drives connected to survival and procreation, for example, hunger, thirst and sex, and 2) extrinsic rewards or punishments. Both are motivated by the need or desire to achieve specific outcomes in terms of promotion, recognition or avoidance of punishment. Therefore, motivation energizes and guides behavior towards a particular goal. Gibson, Ivancevich and Donnelly (2000:127) defined motivation as the forces acting on or within an individual to initiate and direct behavior. Differences in the intensity of behavior are therefore a result of higher or lower levels of motivation directing behavior. For example, when we are tired or sleepy we direct our behavior towards going to bed and getting some sleep. Nel et al. (2001:326) described motivation as being either "intentional" or "directional". The word 'intentional' refers to personal choice and persistence of action while the word 'directional' indicates the presence of a driving force aimed at attaining a specific goal. Additionally, the authors claimed that people who are suitably motivated are always aware of the fact their specific goal must be achieved, and continuously direct their efforts to achieve that goal, even in the face of adversity. Motivation can be intrinsic, which occurs when people participate in an activity they find enjoyable and interesting, whilst extrinsic motivation occurs when individuals are engaged in activities for which they receive a reward or other incentives (Eccles & Wigfield, 2002).

Bernard, Mills, Swenson and Walsh (2005), on the other hand, have defined motivation as "a purposeful behavior that is ultimately directed toward the fundamental goal of inclusive fitness" (p. 129). They argued that, due to the randomness of behaviors and interests, an individual's behavioral differences are a result of being guided by motives. They found that employees used to motivate themselves and explored the impact this may have had on the degree of loyalty shown to employers. Every employee was subject to differing motivational factors that could potentially impact their degree of loyalty. Given the above definitions and explanations, it can be said that motivation is used to explain the behaviors or reasons for people's actions as a result of internal and/or external drivers at work in their lives.

Herzberg's Motivator-Hygiene Theory

Herzberg (1959), a behavioral scientist, proposed that two-factors influence people's motivation at work, these are; (1) hygiene factors which can discourage or demotivate people because they are off-putting or inappropriate and (2) motivators that sustain effort. Herzberg's theory is a content theory in that it explains the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. This motivation theory has become known as a two-factor theory or the motivator-hygiene theory. It is based upon the simple idea that motivation can be dichotomized into hygiene factors and motivation factors, and is referred to as a 'two need system'.

Motivational factors- Motivational factors all lead to positive satisfaction and these factors can therefore be called satisfiers. Employees find these factors intrinsically rewarding, and are thus motivated to perform better at work. They also symbolize the psychological needs that were perceived as an additional benefit. These motivational factors are as follows:

- Sense of achievement and the intrinsic value obtained from the job itself- employees must feel a sense of achievement depending on the job.

- The level of recognition by both colleagues and management- employees should be praised and recognized for their accomplishments by both colleagues and managers.

- Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

- The level of responsibility - The employees must hold themselves responsible for their work. The managers should give them ownership of the work. They should minimize control but retain accountability.

- Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and be motivated.

Hygiene factors- Hygiene factors are essential concerning the existence of motivation in the workplace. These factors do not lead to positive satisfaction in the long-term but if they are absent or non-existent this will lead to dissatisfaction. These factors are therefore extrinsic to work. Hygiene factors are also known as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. They symbolize the physiological needs that individuals want and expect to be fulfilled. Hygiene factors are as follows:

- Pay - pay or salary should be reasonable and appropriate.

- Company policies and administrative policies - company policies should not be too rigid. They should be fair and include flexible working hours, dress code, breaks, vacation, etc.

- Supervision - the employees should be offered health care plans, benefits for the family members, employee help program, and so on

- Physical working conditions - the working conditions should be safe, clean and hygienic. Work equipment should be updated and well-maintained.

- Status - the employees' status within the organization should be familiar and retained.

- Interpersonal relations - the relationship of the employees with his/her peers, superiors and subordinates should be acceptable and appropriate.

- Job security - the organization must provide job security to the employees.

Job satisfaction

Job satisfaction is extremely important for employees. It is an internal drive that enables them to perform in their work. In a company, some employees like to work every day and they perform well. This is because they are happy and satisfied with their work. In contrast, some employees would not like to work every day, and try to avoid work or find any reason they can not to come. They are therefore not happy in the work place and not satisfied with their job. This section will define job satisfaction and summarize relevant research.

Locke (1976) defined job satisfaction as an emotional state resulting from the evaluation or appraisal of one's job experience. Spector (1997:2) argued that job satisfaction was simply how people felt about their jobs and different aspects of it. Job satisfaction simply addressed the fact that employees either like (satisfaction) or dislike (dissatisfaction) their jobs. Furthermore, job satisfaction was an attitudinal variable and could be seen as either a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. Bateman and Snell (1999:458) claimed that if people felt fairly treated as a result of the outcomes they received they would be satisfied. They commented that satisfied workers were not necessarily more productive than dissatisfied ones; sometimes people were happy with their jobs because they did not have to work hard. Job dissatisfaction results in a workforce that was more likely to exhibit 1) higher turnover; 2) higher absenteeism; 3) lower corporate citizenship; 4) more grievances and lawsuits; 5) strikes; 6) stealing, sabotage, and

vandalism; and 7) poorer mental and physical health.

According to Gibson et al. (2000:352-353), job satisfaction can be defined as an individual's expression of personal well-being associated with carrying out the job assigned, and is dependent on intrinsic and extrinsic outcomes and how the jobholder views those outcomes. Additionally, outcomes for different people have different value. Responsible and challenging work for some people may lead to neutral or even negative feelings depending on their education and work experience. Conversely, other people may feel more positively about the job. Thus, different job outcomes arise from different opinions, and these account for differing levels of job satisfaction. Pepe (2010) stated that job satisfaction was not only a concept that communicated how an employee felt about their work, it was also directly related to an employee's willingness to leave their job. Gupta and Gokhale (2013) suggested that job satisfaction could be divided into two types, affective job satisfaction and cognitive job satisfaction, and these determine how well an employee fits with either the job or the organization.

Job satisfaction has therefore been defined in many ways. Some researchers believe that job satisfaction is simply a feeling people have about work that they like or dislike, or a related constellation of attitudes about various aspects or facets of the job such as the nature of work or supervision. Others suggest that job satisfaction is less simplistic than this and that multidimensional psychological responses to one's job are involved.

Loyalty

Every business company needs to have employees who exhibit loyalty and commitment to their company because these employees determine its success and will not leave the company when there is a problem or crisis.

Pfeiffer (1992) argued that loyalty could be an action that stems from honest motives. Reichheld (2001), on the other hand, defined loyalty as the willingness to put aside the personal needs one has for the betterment of a relationship. Loyalty, according to de Graaf (2011) however, was a concept that "has normative, symbolic, and emotional connotations" (p. 288). Antoncic and Antoncic (2011), in relation to the workplace, suggested that "the loyalty of employees exists in the company, when employees believe in the objectives of the company, accept the objectives as their own, work for the common welfare, and want to stay in the company" (p. 82). According to Elegido (2013, p.499), loyalty could also be seen as a form of commitment and requires the deliberate actions of the employee "to further the best interests of [their] employer, even when doing so may demand sacrificing some aspects of [their] self-interest beyond what would be required by one's legal and other moral duties" (p. 496). Employees' loyalty will therefore exist in the company if they believe in its objectives, accept them as their own, work for the common welfare of all, and want to remain with the company.

To sum up, the impact of motivation on the overall performance of employees is important for many different reasons, and organizations cannot afford to ignore employee motivation. This is an important aspect that has a tremendous impact on the intellectual capital and overall wellbeing of the organization. One of the objectives of this study is to explore motivational factors related to the loyalty of employees. Herzberg's Motivator-Hygiene theory will be used as the theoretical framework for the study. Motivational and Hygiene factors will be applied to the second and third objectives of the study respectively, as both aim to explore the relationship these factors have with job satisfaction amongst those working at SKB. On the basis of the research reviewed, the relationship between motivation factors, including hygiene factors and loyalty, and job satisfaction can be summarized thus:

Motivation factors (Job satisfaction)	Hygiene factors (Job dissatisfaction)
<ul style="list-style-type: none"> • Sense of achievement and the intrinsic value obtained from the job itself • The level of recognition by both colleagues and management • Growth and promotional opportunities • The level of responsibility • Meaningfulness of the work 	<ul style="list-style-type: none"> • Pay • Company policies and administrative policies • Supervision • Physical working conditions • Status • Interpersonal relations • Job security



Loyalty
<ul style="list-style-type: none"> • An action that stems from honest motives • The willingness to put aside the personal needs one has for the betterment of a relationship • Belief and acceptance in the objectives of the company • A form of commitment requiring the deliberate actions of the employee

METHODOLOGY

We shall briefly clarify the qualitative approach as this will form the basis of the research carried out in this study. However, there have been many different definitions of this term. Miles and Huberman (1994) described qualitative data as comprising rich descriptions, which are well grounded and yield explanations of processes occurring in local contexts. Denzin and Lincoln (1994) argued that qualitative research comprises studies of people engaging in natural settings, and attempts to make sense of phenomena in terms of its meaning. They argued that qualitative approach was both naturalistic and interpretive, and focused primarily on social phenomena. Riley and Love (2000) argued that, even though the quantitative approach had a place in business studies, many questioned whether it could explain issues in terms of understanding and deeper meaning. If researchers are concerned with exploring people's life histories or everyday behavior, then qualitative methods should be favored. Furthermore, qualitative research could be a way to avoid the mechanistic approach of quantitative methods (Silverman, 2000). The qualitative approach is therefore useful and credible qualitative findings have been obtained through observation, interviewing, and content analysis; all require discipline, knowledge, training, practice, creativity and hard work (Patton, 2002). Creswell and Plano (2007) suggested there are five dimensions to the qualitative approach, which are: 1) The nature of reality (ontology); 2) How the researcher knows what he knows (epistemology); 3) The role of values in the research (axiology); 4) The language of research (rhetoric), and 5) The methods used in the process (methodology).

Data Collection

Data collection is an important part of the study as the quality of research is dependent on the quality of the data obtained from interviewees. This study focuses on motivation and how it relates to employees' loyalty in the SKB. As described in Chapter 1, the main administrative of SKB is to supply and manage the employees who work for the SCG units of Bangpong factory and Wongsala factory. Therefore, the key participants in the

study will be the employees who work for SKB in these two factories. Our selected key informants in the study comprise 10 employees as shown in Table 1.

Table 1 Interviewee list

Code	Position	Work Place	Department	Experience (years)	Gender
A	Coordinator	SCG-Wangsala SCG-Bangpong	Overall	12	Female
B	Accountant	Office	Office	2	Female
C	Accountant	Office	Office	2	Female
D	Safety officer	SCG-Wangsala	Raw material handling	7	Female
E	Supervisor	SCG-Wangsala	Raw material handling	15	Male
F	Truck driver	SCG-Wangsala	Raw material handling	30	Male
G	Supervisor	SCG-Wangsala	Raw material handling	8	Male
H	Supervisor	SCG-Banpong	Forming and die cut	1.5	Male
I	Supervisor	SCG-Banpong	Forming and die cut	1	Male
J	Office maid	Office	Office	2.5	Male

In-depth interviews are one of the main methods of data collection in qualitative research. Qualitative interviews are almost always conducted face-to-face and the interview is an intense experience. Qualitative research methods are often concerned with garnering an in-depth understanding of a phenomenon or are focused on meaning, thus they are often centered on the ‘how’ and ‘why’ of a particular issue, process, situation, subculture, scene or set of social interactions (Dworkin, 2012). When interviewing in qualitative research, interviewers strive to enter the respondents’ frames of reference and gain access to people’s feelings, thoughts and intentions; consequently, they aim to understand people’s opinions, in a way that is unlikely to be achieved by any other research method (Patton, 1990). Interviewers can also use non-verbal cues, such as posture, gestures, voice intonation, facial expressions and eye contact, all of which add important detail to the data obtained and can be analyzed (May, 1993).

Oppenheim (2000) suggested that every effort should be made to encourage interviewees to express their own ideas spontaneously and in their own words. A good in-depth interview appears naturalistic, and bears a resemblance to an everyday conversation (Legard et al., 2003).

RESULTS AND CONCLUSION

Based on this research, and the literature reviewed, the following conclusions have been drawn.

1. Most of the employees have been working for many years. Some used to work in similar jobs,. Therefore, they have no problem working. They are mature enough and can easily adapt to a working environment. Overall, their work is going well, although a few problems have sometimes arisen. Even when this occurs, solutions are quickly found.. Employees have a positive attitude towards the company, and did not want to leave their job. This suggests they have loyalty to the SKB, described by Elegido (2013) as a form of commitment requiring the deliberate actions of the employee.

2. Employees were satisfied were SKB administrators as people rather than the administration system of the company. Employees would like SKB administrators to look after them to a greater degree. Working at SKB was convenient for them because it is not far from their houses. However, they would like to have a better welfare system. Employees are motivated to work and hope to be promoted in the future. Thus, they have loyalty to the company, although one employee felt overlooked. Job satisfaction is an individual's expression of personal well-being associated with doing the job assigned, and is dependent on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. Outcomes for different people have different values. Responsible and challenging work for some people may have a neutral or even negative value depending on their education and work experience (Gibson et al. (2000). Furthermore, every employee has different motivational factors that could potentially impact their degree of loyalty (Bernard et al., 2005). The five motivational factors in this instance were analyzed as follows:

Motivation factors	Interview results
Sense of achievement	Proud to be in their position and need acceptance from SKB administrators.
The level of recognition	Needs to be a high level of recognition.
Growth and promotional opportunities	Have an opportunity to be promoted to a higher level.
The level of responsibility	Very high in the company and important to drive SKB forward.
Meaningfulness of the work	Have a meaningful life and improve their employment skills.

3. Hygiene factor related to physical working conditions rather than the administrative system of the company. The seven hygiene factors (Herzberg, 1959) in this instance can be summarized as follows:

Hygiene factors	Interview results
Pay	Suitable salary
Company policies and administrative policies	Suitable and acceptable administrative policies
Supervision	Having a good boss who can tell us when we make a mistake without bias
Physical working conditions	Workplace is hot and difficult to concentrate on work.
Status	Acceptable status in the company
Interpersonal relations	Having good colleague
Job security	They believe the company will not desert them.

4. Regarding aspects the employees would like SKB to improve, they were all satisfied with the current situation but would like the salary to be increased or a bonus added. This suggests they accept the company's objectives and believe in its administration. They therefore have loyalty to SKB, in accordance with Antoncic and Antoncic's (2011) contention that the loyalty of employees exists in the company when employees believe in its objectives, accept them as their own, work for the common good, and want to stay with the company. In this study, employees would like SKB to increase welfare and reward good employees to encourage them. Almost all agreed to stay in SKB as they are aware of the permanence of the job and the administrator's kindness.

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