

The Effect of Working Environment, Trust in Management, and Job Satisfaction

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ABSTRACT

Objective – This study was conducted to identify the relationship between working environment, trust in management, and job satisfaction toward employee loyalty among millennial employees.

Methodology – Quantitative method was applied for this data analysis research. The study objective is accepted with the use of SPSS 25.0 in processing the data.

Findings – The empirical result showed that working environment and trust in management directly and significantly affect employee loyalty among millennials. In contrast, job satisfaction is shown to have no significant effect on employee loyalty.

Novelty – This is one of the first studies to examine trust in management concerning employee loyalty context in Indonesia, and in particular, the joint influence of working environment and job satisfaction.

Keywords: *employee loyalty, trust in management, working environment, job satisfaction*

JEL Classification: J28, M1, M10, M12,

Article Info: Received 21 January 2022. Accepted 21 July 2022

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Recommended Citation: Jeyhan, R. B. (2022). The Effect of Working Environment, Trust in Management, and Job Satisfaction. *Journal of Multidisciplinary Issues* 2(1) 1-9.

I. INTRODUCTION

COVID-19 is profoundly capable of bringing a new order to our world. The unemployment rate increases, but the hurdle for companies to find competent employees also increases. According to Sandra and Frida (2019), to be converted roughly, \$116,967.60 are the cost of hiring a false persona. Thus, it is convenient to retain competent employees rather than find them. But, retaining those employees is very hard, what's more among millennial employees. Because survey has shown that they (i.e., millennial employees) have the highest turnover rate (Rauch, 2018).

The millennials are employees born around 1981-1996 (Rauch, 2018). According to Sheahan (2009), Asia-Pacific millennials have an average length of employment of 18 months, which is vastly different from the four years of Generation X and Baby Boomers' employment tenure. Consequently, 61% of managers find it challenging to retain millennial employees (Baba and Silong, 2012). While in 2018, 80% of Shopee employees are millennials, with 60% of the top management being those below 30 years old (Triwijanarko, 2018). The same with Zalora, where 80% of the employee in 2017 were millennials (Chered, 2017). Millennials employee is proven to be very dominant in today's employment scheme: Thus, there is a need to find a way to retain the millennials employee better.

A substantial amount of study is done to retain employees and reduce turnover rate, with most concluding employee loyalty is a significant factor for them. A past study by Kasper et al. (2012) showed that employee loyalty could increase employee performance and lower employee turnover. An increase in employee loyalty also proved to, directly and indirectly, affect the company positively (Weihui, 2019).

This research is expected to contribute to management theory and practice. In theory, the findings of this study will provide empirical proof of factors influencing millennial employee loyalty. This study, in particular, would help to shed light on the relationship between the working environment, trust in

management, job satisfaction, and employee loyalty in the Indonesian setting. This study is expected to serve as a reference for future investigations in related fields.

II. LITERATURE REVIEW

Employee Loyalty

Elegido (2017) defined employee loyalty as a conscious decision to push the best interests of one's employers, even though it means sacrificing some parts of one's self-interest beyond what is required by one's legal and other moral obligations. Weihui and Satish (2017) argued that loyalty is essential in a company environment because a higher rate directly or indirectly affects the company positively. Tomic et al. (2018) report further strengthen employee loyalty, that loyal employees improve the quality of service offered, cut costs, and boost profit for the organization, resulting in improved corporate performance. Mathieu and Zajac (1990) explain that an employee's firm belief in the company goals and value is the meaning of employee loyalty.

Working Environment

The working environment encompasses all the factors of a job, including works tools, ventilation, safety devices, degree of noise, etc. (Khuong and Tien, 2013). As argued by Jain and Kaur (2014), the working environment is to be divided into three components, that is: (1) Physical working environment, (2) social working environment, and (3) mental working environment. Among those three components, this research focuses on the physical working environment, defined by Saidi et al. (2019) as a tangible element that determines employees' capability to connect with their job roles. Its importance is reported to reduce absents, and turnover rates, while conveniently increasing employee performance (Chandrasekar, 2011). As simple as room temperature is proven to affect employees' willingness to do their work (Saidi et al., 2019).

Trust in Management

Trust is a significant aspect of building a healthy and meaningful relationship, personal or job-related context (Maulidiani & Bhinekawati, 2020). By trust, Cook and Wall (1980) described it as people's willingness to pay good attention and confidence in other actions. While trust in management is defined as an employee's belief that the company management is reliable, fair, competent, and does not threaten their wellbeing (Carnevale, 1995). An empirical study by Gorist et al. (2003) finds that trust toward managers or company higher-ups will affect employee performance and job satisfaction. Accordingly, Lin and Lin (2011) stated that trust in management would significantly help the organization achieve effective management. Thus, Boxal and Purcel (2011) strongly suggest that any company not ignore it.

Job Satisfaction

Locke and Dunnette (1976) defined job satisfaction as a happy or positive emotional state of the employee resulting from an assessment of one's job or work experience. Following Kumari and Pandey's (2011) finding that job satisfaction is a reaction toward one's employment, hence affecting one's attitude when working. At the same time, Ellickson and Longsdon (2002) stated that job satisfaction is the degree of employees' favorable impression of their jobs. As reported in Kasper et al. (2012) research, job satisfaction can positively increase organizational performances and turning down turnover rate. Further strengthened by Abdullah et al. (2009) finding that increase will encourage a higher rate of employee participation and potentially gait more loyalty.

Hypothesis Development

Wright and Davis (2003) believe the work environment can positively or negatively affect employee performance. Such as reported by Singh et al. (2010), the greener the building is, the more productive and happier the workers got. Huynh (2015) reported six elements that significantly affect job satisfaction, with the working environment as the most crucial among the six. Supporting those research, Rasheed et al. (2016) proved that the working environment is crucial for employee motivation. As previously stated, the working environment has been shown to impact employee satisfaction

significantly. It is also further proved that Job satisfaction is a significant premise for employee loyalty (Maulidiani and Bhinekawati, 2020). Consequently, through their research, Turkyilmaz et al. (2011) discovered a positive linear relationship between employee satisfaction and employee loyalty, implying an indirect correlation between working environment and employee loyalty. Hence, the first hypothesis will be stated as follows:

H1: Working environment has a positive effect on employee loyalty

Trust is a fundamental element in management because the trust managers gain from the employees will significantly help achieve effective management (Lin and Lin, 2011). Lin and Lin (2011) also found that a subordinate who trusts their management is more prepared to accept losses suffered by the manager because they believe their rights would not be neglected. An empirical study by Gorist et al. (2003) finds that trust toward managers or company higher-ups will affect employee performance and job satisfaction. Strongly supported by the recent study by Maulidiani and Bhinekawati (2020), reporting trust in management is a positive and significant variable affecting loyalty with the mediating roles of employee satisfaction. Consequently, Book et al. (2019) have proven that there is indirect trust is a fundamental element in management because the trust managers gain from the employees will significantly help achieve effective management relationship of leader-member exchange theory or LMX (i.e., the structure for the relationship between the leader and the follower) on workers' loyalty via workers engagement. Thus, the second hypothesis will be:

H2: Trust in management has a positive effect on employee loyalty

Kasper et al. (2012) showed that job satisfaction aids in boosting employee performance and lowering employee turnover. Not only that, Abdullah et al. (2009) argued that the increase in job satisfaction would likely encourage employee participation and potentially gain more loyalty. Chen (2006) stated that employee job satisfaction has a significant effect on employee loyalty; in line with Khuong et al.'s (2013) finding, once employee job satisfaction rises, employee loyalty to the company rises as well (Khuong et al., 2013). Empirical evidence also suggests a positive relationship between employee job satisfaction and employee loyalty (Fletcher and Williams, 1996). Consequently, Maulidiani and Bhinekawati (2020) reported that Job satisfaction as a mediation variable is positively and significantly able to affect employee loyalty. Therefore, the third hypothesis will be:

H3: Job satisfaction has a positive effect on employee loyalty.

Theoretical Framework

This framework shows the relationship between the working environment, trust in management, job satisfaction, and employee loyalty. Employee loyalty is the dependent variable that is influenced by the following independent variables: (1) Working Environment, (2) Trust in Management, and (3) Job Satisfaction. The framework (Model 1) is depicted to have three independent variables that can affect employee loyalty. Every increase or decrease of the independent variable can significantly affect the dependent variable (employee loyalty).

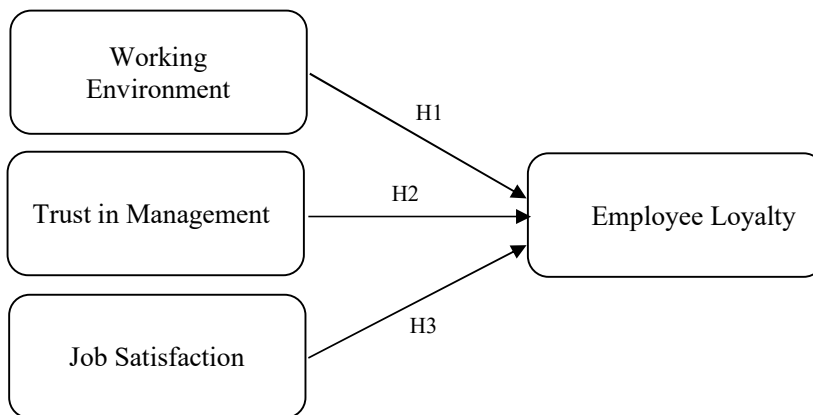


Figure 1. Research Framework

III. METHODOLOGY

Sekaran and Bougie (2016) define research design as a blueprint for the collection, measurement, and analysis of data made to answer the research question. Research design has three purposes: an exploratory study, a descriptive study, and hypothesis testing (Sekaran and Bougie, 2016). The one used in this study is hypothesis testing, a test undertaken to explain the variance in the dependent variable or to predict an organizational outcome. This research is classified as a causal study because it investigates the causal relationship between more than one variable to explain the effect of changes in the variation of the variable’s values (Usman and Akbar, 2009). As a result, a quantitative approach is used in this study. Sekaran and Bougie (2016) differentiate the time horizon for research to be longitudinal and cross-sectional. Which cross-sectional study is defined as a study where the data were undertaken are gathered just once, perhaps for a day, a week, or a month.

Consequently, because the data gathering for this study will be one time only, a cross-sectional study will be used. As predetermined before, this study will use a quantitative approach, and as Sekaran and Bougie (2016) argued, questionnaires are often developed to gather vast amounts of (quantitative) data. Hence, for the data collection method, this study will use a questionnaire.

According to Sekaran and Bougie (2016), the unit of analysis refers to the aggregation of data acquired during the subsequent data analysis stage, which is split into the following categories: (1) individuals, (2) dyads, (3) groups, (4) organizations (5) machines, and so on. As this study is conducted to measure the perception of millennial workers, the population of the study will be Individuals. As such, this study will conduct a convenient sampling, a part of non-probability sampling where the sampling is a number of the population who are conveniently able to provide information (Sekaran and Bougie, 2016). As proclaimed by Gorsuch (1983) and Hair et al. (2014), the total sample size should be at least five times the number of variables. As a consequence of the 18 items representing the variables of this research multiplied by five, the sample count will be more than or equal to 90. But, in this research, his researcher is recommended to take 40-50 samples only.

IV. RESULTS AND DISCUSSION

The data collection was acquired from 49 respondents. However, nine responses had to be rejected because they were not millennials. The data is then summarized and calculated on the descriptive analysis using SPSS.

There are 28 female respondent counts, accounting for 68.3 percent of all respondents. The remaining statistics come from male respondents, who account for 13, or 31% of total respondents. The respondents' ages are 100% of the millennial range. For the residences, most of the respondents are from Sumatra, with an amount totaling 30 people (73.2%). The second most populous state, with a population of six, is Java, with a population of 14.6%. There are two respondents listed, both from Bali and Kalimantan: both garner a good percentage of 4.8% each and 9.6% if counted collectively. And the final respondent is from “Other,” accounting for 2.4 % of the total cumulative respondent based on their origin places. Most respondents are first-level management, totaling 20 people (48.8%) for the latest job position. From the entry-level, there are 14 (34.1%), 6 people from the mid-level management (14.6%), and 1 from the top-level management (2.4%). The respondents are divided into two groups based on their monthly income: (1) those who earn Rp.1,000,000-Rp10,000,000 per month, totaling 35 respondents (85.4%); and (2) those who earn Rp.10,000,000-Rp50,000,000 per month, totaling 6 respondents (14.6%).

Table 1. Descriptive Data of the Variables

	N	Minimum	Maximum	Mean
WE	41	1	5	3.3740
TM	41	1	5	3.5610
JS	41	1	5	3.5488
EL	41	1	5	3.6911
Valid N (listwise)	41			

For this section of a questionnaire given, the respondents are expected to answer it based on the five points of the Likert Scale (i.e., 1 stands for strongly disagree, and 5 stands for strongly agree). Thus, with the help of the questionnaire, the data on working environment, trust in management, job satisfaction, and employee loyalty is to be quantified in Table 1.

In this study, working environment stands for the physical working environment (e.g., lighting, plants, room spaces). From the data collected, the mean of this variable stand at the point 3.374 with a maximum value of five. Hence, we can say, most respondents' responses to the existence of plants, opinion of room spaces, and satisfaction toward their physical environment are neutral, with a slight indication of being satisfied. In this study, trust management stands as employee belief of their management reliability, fairness, and carefulness. From the data collected, the mean of this variable stand at the point 3.561, with a maximum value of five. Hence, we can say, most respondents' confidences toward their management are neutral, with a slight indication of being trustful of their management. Job satisfaction in this study meant for employees to have a happy or positive emotional state in their job. From the data collected, the mean of this variable stand at the point 3.548 with a maximum value of five. Hence, we can say, most respondents' responses to the statement "I am satisfied with my employment" are neutral, with a slight indication of being satisfied with their work. Employee loyalty in this study stands for the employee's belief in the organization's value and their great desire to remain in the company. From the data collected, the mean of this variable stand at the point 3.691, with a maximum value of five. Hence, we can say, most respondents thought of "I am loyal to my company" and "my loyalty affects the organization's performance" as neutral, with a slight indication of being loyal to the company.

Table 2. Reliability

Variable	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Corrected Item-Total Correlation	N
Working Environment	0.853	0.926	0.875	3
Trust in Management	0.945	0.922	0.872	3
Job Satisfaction	0.903	0.925	0.860	4
Employee Loyalty	0.863	0.925	0.863	3

Reliability Coefficient Analysis Reliability analysis is done to measure the established for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's alpha is computed regarding the average inter-correlations among the items measuring the concept. The closer alpha to 1.0, the higher internal consistency reliability. Reliability less than 0.60 are considered poor; those in the 0.70 range are acceptable, and those over 0.80 are good.

Referring to table 2, Cronbach's alpha value of Working Environment is 0.853 with the variable. The Cronbach's alpha value of Trust in Management is 0.954 with the variable, while the Cronbach's alpha value of Job Satisfaction is 0.903. And the last one is Employee loyalty. Cronbach's alpha value is 0.863 with the variable. According to Sekaran and Bougie (2016), Cronbach's alpha value in the range of 0.70 is acceptable and reasonable. As stated by Idris (2010), if the corrected item-total correlation is above 0.30, the data obtained passed the validity test. And the corrected item-total correlation of all variables in this study, as shown in table 5.3, is bigger than 0.30; hence, the data is valid. Thus, the researcher concludes that the four variables can be combined to measure employee loyalty consistently.

Correlation Analysis

Correlation analysis indicates the strength of relationships among variables and indicates an early signal of possible interrelationships in multiple relationships. The correlations between the independent variables also can be used to identify reasons for the insignificance of one independent over another when explaining the variation in the dependent in a hierarchical regression.

To measure whether it will be significant, the significant value has to be lower than 0.05, based on the significant number stated below in the Pearson correlation coefficient analysis table. The significant level in the table shows was at $p < 0.000$. According to Table 3, all variables resulted in significance.

However, according to Sekaran and Bougie (2016) significance relationship was categorized by three level of relationship: strong ($r = 0.64$ to 0.99), moderate ($r = 0.34$ to 0.63) and weak ($r = 0.01$ to 0.33). First, it is led by the positively strong relationship of the significance between the working environment toward employee loyalty ($r = 0.816^{**}$). Then job satisfaction is proved to have a strong relationship with employee loyalty ($r = 0.765^{**}$). While trust in management is proved to have a moderate positive relationship with employee loyalty ($r = 0.636^{**}$).

Table 3. Pearson Correlation Analysis

Variables	1	2	3	4
Employee Loyalty	1			
Working Environment	0.816**	1		
Trust in Management	0.636**	0.723**	1	
Job Satisfaction	0.765**	0.818**	0.830**	1

Pearson correlation coefficient analysis will also measure the direction of the relationship between the two variables. If the Pearson correlation value is positive, it means both have a linear relationship, which is when one variable increases, then the second variable should be increased as well. Table 3 illustrates the results of the correlation analysis. The significant level was at $p < 0.000a$, thus means the results of correlation analysis indicated positive and significant correlation (good relationship) in those four variables. All variables resulted in positive and significant correlation.

Table 4. Regression Analysis

Model	R	R ²	Adjusted R ²	Error	F	Sig.
1	0.880	0.774	0.755	0.602	42.141	0.000

According to Sekaran and Bougie (2016), the strength of the relationship is based on the R² statistic, which is the square of the R, the correlation coefficient. The result in Table 4 showed the coefficient of multiple regression for working environment, trust in management, and job satisfaction as the independent variable, and employee loyalty as the dependent variable was at R² = 0.774. This result indicated that the independent variable that has been studied showed a 77.4% variance in employee loyalty. R² was significant at F = 42.141, and the significant level was at $p < 0.000$. This result indicated that all independent variables used in this study simultaneously affect job loyalty.

Table 5. Coefficients

Model	B	Error	Beta	t	Sig.
1 (Constant)	0.066	0.337		0.196	0.846
WE	0.490	0.157	0.439	3.115	0.004
TM	0.581	0.163	0.521	3.577	0.001
JS	-0.028	0.173	-0.026	-0.160	0.874

From Table 5, the formula can be obtained multiple regression equations as follows:

$$y = \beta_0 + \beta_1 X + \beta_2 X + e$$

$$y = 0.066 + 0.490X_1 + 0.581X_2 - 0.28X_3 + e$$

Accordingly, the working environment has positive regression coefficients of 0.490. This shows that every one-point increase in the working environment will improve employee loyalty by 0.490 points, assuming that the other variables are constant. Then, with the significance value of 0.04, which is below the alpha's level (≤ 0.05), the variable of working environment is shown to have a significant impact on employee loyalty; thus, H1 (first hypothesis) is supported. Then, for the trust in management, it has a positive regression coefficient of 0.581. Meaning, that every one-point increase in trust in management will improve employee loyalty by 0.581 points, assuming that the other variables are constant. The significance value of trust in management is 0.01, where $0.01 \leq 0.05$. This shows that trust in management significantly impacts employee loyalty; thus, H2 (second hypothesis) is supported.

Table 5 is also to be implemented on the third hypothesis. It is shown that job satisfaction has a regression coefficient of -0.28. Unlike the previous two variables, every one-point increase in job satisfaction will decrease employee loyalty by 0.28, assuming that the other variables are constant. The significance value of job satisfaction is 0.874, where $0.874 \geq 0.05$. This shows that job satisfaction does not significantly impact employee loyalty; thus, H3 (third hypothesis) is not supported. The result from Table 7 depicts that hypotheses 1 and 2 are supported while hypothesis 3 is not supported in this research.

Table 6. Hypothesis Result

Hypothesis	Result
H1: Working environment has a positive effect on employee loyalty	Supported
H2: Trust in management has a positive effect on employee loyalty	Supported
H3: Job satisfaction has a positive effect on employee loyalty	Not supported

Discussion

Hypothesis 1 and 2 are accepted; thus, in this section, we will partly discuss them. Then, in the latter part of this section, there will be an explanation of why H3 is not supported. With the help of previous studies, this section is expected to provide a comprehensive and practical idea for the future study and self-learning of the reader.

Hypothesis 1, that is, “working environment has a positive effect on employee loyalty,” is supported by this study. This is in line with Hyunh’s (2015) study that the working environment is one of the six primary elements that significantly affect employee loyalty. Khuong and Tien (2013) also reported that the working environment as their independent variable could significantly affect employee loyalty. Thus, the better one physical working environment, the better it improves employee loyalty. Because by this study and regression test show that “if another variable is constant, then every one-point increase in the working environment will improve the employee loyalty by 0.490 points.”

Hypothesis 2, “trust in management has a positive effect on employee loyalty,” is also supported by this study. This is in line with Maulidiani and Bhinekawati’s (2020) study, where trust in management impact is significantly positive toward employee loyalty. This means an increase in trust in management will also increase employee loyalty. Align with this study’s finding: “if another variable is constant, then, every one-point increase in trust in management will improve the employee loyalty by 0.581 points.” We want to underline that, compared with the working environment, trust is the bigger predictor of loyalty.

As hypothesis 3 is rejected, it means job satisfaction is found to have no significant impact on employee loyalty. Many possible reasons result from this finding. First, it is because there is factor aside from job satisfaction affecting employee loyalty, such as supervisor support, fringe benefits, and teamwork, that is proved to be significant to employee loyalty (Khuong & Tien, 2013). Yet, a few research found job satisfaction to be significant to employee loyalty (Fletcher & Williams, 1996; Khuong et al., 2013; Maulidiani & Bhinekawati, 2020); thus, different ways of approach is needed to understand better why this study find different results.

V. CONCLUSION

Through physical working environment enhancement and levitating the employee trust to the management, expected a higher rate of employee loyalty. The study has done to scale what is the best thing that will increase employee fondness toward their working environment (physically); promoting the construction of a green, clean, beautiful, and excellent working; investing in equipping modern and safe working machines and equipment for the employee (Nguyen et al., 2019). Then, as shown in this study, higher trust in management will increase employee loyalty. If managed carefully, this variable can increase employee loyalty, effective management, employee performance, and job satisfaction (Lin and Lin, 2011; Goris et al., 2003; Book et al., 2019). Managers who understand the processes that contribute to trust in an organization, as well as the impact of it on loyalty, can intervene in trust-building processes within the team, improving organizational performance.

This study found that job satisfaction has no significant effect on employee loyalty. Researchers think a qualitative method (e.g., interview) is needed to answer this issue. Questions such as, "what is the main motivation you are staying in your current organization," and "is there any situation (e.g., family problem, loan need to be paid, corona situation, or it is hard to find a new job) that make you not leave your current job?," will help in understanding better this enigma (i.e., why job satisfaction is not significant toward employee loyalty in this study).

To sum up, this study has been remarkably able to achieve its objective. This study will contribute to the theoretical data that will further improve HR and management knowledge or consider what factor is better than the other in affecting employee loyalty of millennials in Indonesia. But there are several main limitations to this study, among them: (1) this study delved into the working environment, trust in management, and job satisfaction only (2) this study is done on millennials employee only (3) all the sample data were acquired in Indonesia only (4) the sample of study in this sample is not enough to depict most of the millennials employee opinion (5). Many other factors moderate and mediate the relationship between working environments, such as trust in management, job satisfaction, and employee loyalty factors: Thus, future studies have a variety of factors and opportunities to conduct and widen understanding of human resource management toward millennials employees.

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