



ASSESSMENT OF FACTORS INFLUENCING EMPLOYEE LOYALTY: IN CASE OF AUTOMOTIVE MANUFACTURERS PVT. LTD, VISAKHAPATNAM

L. VAMSI KRISHNA¹, DR KOPPALA VENUGOPAL² and KOTA V S SRAVAN KUMAR³

- 1. Student, Department of Management Studies, Aditya Institute of Technology and Management, Tekkali, Srikakulam**
- 2. Professor, Department of Management Studies, Aditya Institute of Technology and Management, Tekkali, Srikakulam**
- 3. Deputy Manager, H.R. Department, Automotive Manufacturers Pvt. Ltd, Visakhapatnam**

Abstract: *Employee Loyalty being highly imperative for the performance increase in any sector will be used as oxygen for the companies where the work amalgamated with high dedication and determination exists. At the same time, inculcating loyalty among employees is absolutely a challenging for companies and it is not an exception for auto mobile industry. With an objective of analyzing how the factors i.e. Compensation, Work Place Environment, Value Congruence, Person Job Fit, Empowerment, Training & Development and Job Security will influence on the increase of loyalty in Automotive Manufacturers Pvt. Ltd, Visakhapatnam. The methods used in the study were descriptive and exploratory design, mixed approach, convenient sampling technique and inferential statistics. The results revealed certain findings of influencing factors which could be reformed by the related communities.*

Keywords: Employee Loyalty, Factors, Automotive Manufacturers Pvt. Ltd.

I. INTRODUCTION

Human resources are the only source of long term competitive advantage for any business organization. It plays a key role in helping companies deal with a fast changing competitive environment. According to “Wayne F Casio, people are a major component of any business and the management of people is a major part of every manager’s job”. It is also the specialized responsibility of the HR department. Thus Human Resource Management (HRM) is the strategic and coherent approach to the management of an organization’s most valued assets.

In today’s competitive business environment, high employee performance is the key objective of most organizations. However, performance does not just happen in workplaces. It is motivated by series of factors. Employee engagement and employee loyalty are considered to be independent factors perceived to have significant level of correlation with employee performance. Employee loyalty is an important tool in

performance management. When employees are recruited and are not given the necessary task, facilities and working environment then employees are not fully engaged; they also do not develop loyalty towards the organization (Hobel, 2006). Fully loyal workers are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the organization (Loehr & Schwartz, 2003).

Employee loyalty, on the other hand, contributes greatly to employee performance. According to Kaisiarz (2011), the term loyalty is referred to employees who are committed to the success of the organization and believe that working for this organization is their best option.

According to Brumbrach (1988) performance refers to both behaviors and results. Majority of the automobile companies in Ghana today employ sales executives to sell the company’s products or services on daily basis to meet their set performance. The main task given to these sales executives is to receiving customers properly, understand

their perceptions, providing the good feedback on company and their products potential introduce the company's new products or services and also search for customers who are interested and search for buying vehicles or for vehicle services.

Loyalty is first and foremost about reciprocity. Employees should have the feeling that the organization wants the best for them, and as a result they will continue to do their best and not look for another job. Employee loyalty is thus above all determined by how the organization has arranged things and the way this is conveyed to the employee. loyal employee is a person who has worked for your company and has always focused on the success of the company. This includes sacrificing their own time and interest to put more energy into the corporation. These selfless acts are measurable and done on a daily basis. They are dedicated to helping the company grow and prosper beyond setbacks and competitors.

Employee Loyalty being highly imperative for the performance increase in any sector will be used as oxygen for the companies where the work amalgamated with high dedication and determination exists. At the same time, inculcating loyalty among employees is absolutely a challenging for companies and it is not an exception for auto mobile industry. There are certain factors to be identified by the company which play vital role in establishing loyalty. In present scenario, almost all companies of Automobile Industry in India face challenges regarding their employee loyalty thereby it cost at the stand point of employee retention. They lack particular motivational cues for employees which is the main cause of that problem. It is found through many experiences of real time and recent empirical research that the gap exists between the loyalty building and stimulating factors. The basic problem is the identification of absolute factors and its impact on loyalty building in employees which is different from industry to industry and firm to firm.

The study made use of research methods to accomplish the study from Automotive Manufacturers Pvt Ltd and Mahindra & Mahindra Company. The purpose of the study is to understand the impact of employee loyalty on the organization performance. Through evaluating the stated company employees, the study will lead to understand the term loyalty. It will also evaluate how certain employee loyalty factors help to increase loyalty.

II. OBJECTIVES OF THE STUDY

1. To assess the impact of certain demographic factors such as age, gender, designation etc which will influence on the increase of loyalty.
2. To analyse how the factors i.e. Compensation, Work Place Environment, Value Congruence, Person Job Fit, Empowerment, Training & Development and Job Security will influence on the increase of loyalty.

III. METHODOLOGY OF THE STUDY

The research design is descriptive and exploratory with a mixed approach of qualitative and quantitative. The data collection was done through primary and secondary from respondents and documents respectively. Though the sample size is determined according to the norms, due to covid 19 effect the sample received from 124 respondents. The sampling technique of non-probability of convenience sampling was adopted to gather the primary data. The questionnaire instrument was prepared and standardized with the measurement tests of validity and reliability at the standpoint of accurate values. Descriptive and inferential statistics were used to analyse the demographical characteristics and implications of independent & dependent variables respectively. Inferential statistics with correlation, ANOVA, and Multiple Regression being assisted by SPSS 23package for interpretation.

IV. LITERATURE REVIEW

A survey conducted by Spherion Corp. (2007) found that employees remain committed to their organizations when there is long term job security. Employees are also less loyal when they feel ignored and not valued by their employers. Decreased face to face interactions by relying too much on teleconferencing, video conferencing and email exchanges lead to the erosion of social relationships and thereby decline in the loyalty levels within the organization.

Yee, Yeung, Edwin (2010) carried out an empirical study uncovered that employee loyalty has a significant influence in extending the profitability of the firm through increased customer satisfaction and customer loyalty.

Gupta and Aityan (2012) demonstrated that larger part of the non-managerial employees felt that organizations were not loyal and neglected to perceive employees interests.

Rewards and recognition is used as a motivational tool in formulating strategies to retain employees at the workplace. It has a great significance in the work life of an employee. It elevates and gives a sense of satisfaction on the job taking the form of enhanced self-confidence, emotional well-being, self –esteem and love for the job increases promoting an affective bond with the organization.

Higginbotham (1997) findings indicated the superlative term “high” salary is not the essential determinant in retaining employees.

Even a “good” and “fair” salary that is competitive has a strong correlation on intention to stay. Kochanski and Ledford (2001) further emphasized that more than pay, the system involved in administering the pay hikes and the emotions of equity and reasonableness is significantly more essential.

This way loyal employees are indispensable assets to the organization as their loyalty to the organization helps in better interaction with external and internal customers and they are able to deliver better services to maximize the profits of their organization (Michlitsch, et al, 2000).

According to Phaneuf (2013), employee loyalty cannot be simply measured by the amount of time, but also on a lot of other factors that an employee commits while on the job. It is the extent to which employees recognize themselves with the organization’s work ethics, objectives of the organization and contribute to the corporate performance.

Renowned Loyalty experts Keiningham, Aksoy(2009) assert that the long term success of the company is largely dependent on the quality and loyalty of its employees. They give an insight on the statistics related to steady decline in the employee loyalty levels based on a comprehensive global examination. The traditional conviction of life time employment does not apply to the current generation of employees and this way job hopping has become a norm. Influencing factors on Employee Loyalty adopted in the study are

4.1 Compensation

Pay and benefits are extremely important to both new applicants and existing employees. The compensation received from work is a major reason that most people seek employment. Compensation not only provides a means of sustenance and allows people to satisfy their materialistic and recreational needs, it also serves their ego or self-esteem needs.

H1: Compensation has a significant influence on the increase of Employee Loyalty.

4.2 Work place Environment

Work environment can also be associated with the physical condition of the building. Healthy work environments will be free from problems associated with sick building syndrome, which is often due to poor ventilation or off-gassing of chemicals used during construction. The accumulation of molds and mildew may also lead to sick building syndrome.

H2: Work Place Environment has a significant influence on the increase of Employee Loyalty.

4.3 Value Congruence

Value congruence is generally intuitive – when there is a match between employee and organization value systems, positive outcomes will result. Both individuals and organizations

have value systems that dictate their attitudes, behaviors, and the ways in which they allocate resources. Value congruence occurs when the value system of an employee coincides with the value system of an organization

H3: Value Congruence has a significant influence on the increase of Employee Loyalty.

4.4 Person job fit

Person-job fit is generally the most common, and involves a candidate's suitability for tasks required to succeed in a specific job. This can include their skills, knowledge levels, and abilities.

H4: Person Job Fit has a significant influence on the increase of Employee Loyalty.

4.5 Empowerment

Employees' empowerment is the process of sharing power with employees, thereby enhancing their confidence in their ability to perform their jobs, and their belief that they are influential contributors to the organization.

H5 : Empowerment has a significant influence on the increase of Employee Loyalty.

4.6 Training and Development

Effective training and development begins with the overall strategy and objectives of the small business. The entire training process should be planned in advance with specific company goals in mind. In developing a training strategy, it may be helpful to assess the company's customers and competitors, strengths and weaknesses, and any relevant industry or societal trends.

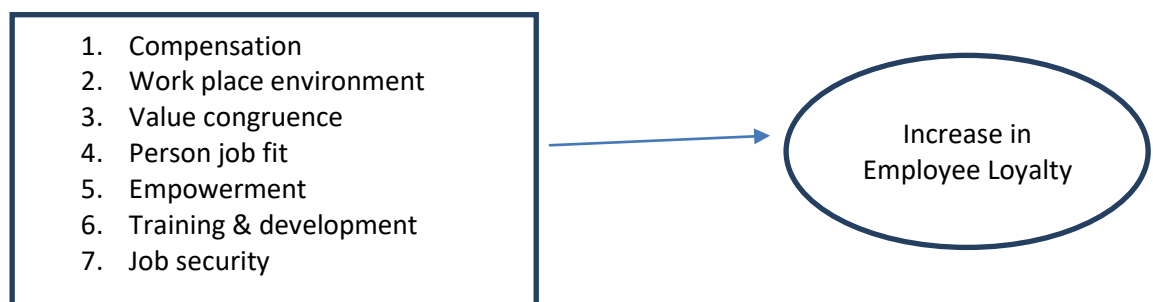
H6: Training & Development has a significant influence on the increase of Employee Loyalty.

4.7 Job security

Job security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country. It is concerned with the possibility or probability of an individual keeping his/her job

H7: Job Security has a significant influence on the increase of Employee Loyalty.

CONCEPTUAL FRAMEWORK



V. ANALYSIS AND INTERPRETATION

Inferential Statistics:

Multiple Regression Analysis:

To analyse the relationship between dependent and independent variables and the independent variables are multivariate with the following Multiple Regression analysis is used as follows. It can be noted that the dependent

variable is the loyalty and the independent variables are Compensation, Work Place Environment, Value Congruence, Person Job Fit, Empowerment, Training & Development and Job Security.

➤ **The estimation of COMPENSATION items on Loyalty**

Table 5.1: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.927	4	1.232	10.125	.000 ^b
	Residual	2.433	120	.122		
	Total	7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), Incentive structure encourages me to work with more dedication, My wage/salary corresponds to my capacity and responsibility,

Allowances, rewards, and fringe benefits are adequate, My wage/salary corresponds to my capacity and responsibility

Table 5.1 shows the relationship among the Employee Loyalty to the independent variables of compensation i.e. COMP1, COMP2, COMP3, and COMP4. The F value between dependent variable and predictors is 10.125, and the significant value is 0.00 which is highly significant at 0.05 and 0.00 level. On the other hand, we can also conclude whether there is one level in items' increase, there will be the increase of 2.433 in compensation.

Since the significant value is 0.000 which is less than p value i.e., 0.05, the hypothesis

HI: Compensation has a significant influence on the increase of Employee Loyalty is

ACCEPTED

Table 5.2 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.102	.242		4.544	.000
	My wage/salary corresponds to my capacity and responsibility					
	I live totally well with my current wage/salary.	-.142	.150	-.261	-.941	.358
	Allowances, rewards, and fringe benefits are adequate	-.032	.148	-.063	-.215	.832
	Incentive structure encourages me to work with more dedication	.463	.131	.898	3.54	.002
		.136	.148	.213	.923	.367

a. Dependent Variable: Increase in Loyalty

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4$$

Where y = Dependent variable; x = Independent variable; α = Intercept (constant);

β = Estimate.

As per the Coefficients retrieved from the table X, the formula can be as follows Overall performance (DV) = 1.102 + (-.941) COM 1 + (-.215) COM 2 + (3.54) COM3 + (.923) COM 4.

Loyalty with respect to the COM 1(My wage/salary corresponds to my capacity and responsibility) is 0.161 (1.102-0.941); if COM1 increases by one unit, the loyalty is increased by 0.161. Likewise if the predictors COM2, COM3 and COM4 are increased by

one unit, the dependent variable i.e. Loyalty is increased for COM 2 (I live totally well with my current wage/salary.) by 0.887;COM 3 (Allowances, rewards, and fringe benefits are adequate) by 4.642;COM 4 (Incentive structure encourages me to work with more dedication) by 2.025; It is clearly noted that loyalty is explained significantly by the item Allowances, rewards, and fringe benefits are adequate since the significance level is 0.02 which is less than the p value (0.05).

> The estimation of WORK PLACE ENVIRONMENT items on Loyalty

Table 5.3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.685	4	.921	5.014	.006 ^b
	Residual	3.675	120	.184		
Total		7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), I feel safe in the workplace, The work environment is comfortable, The workplace’s temperature, light, and noise are appropriate, and Equipment in the workplace is very good.

Table 5.3 shows the relationship among the Employee Loyalty to the independent variables of Work Place Environment i.e. WPE1, WPE2, WPE3, and WPE4. The F value between dependant variable and predictors is 5.014, and surprisingly, the significant value is 0.06 which is not significant at 0.05 level. On the other hand, we can also conclude whether there is one level in items’ increase, there will be the increase of 3.675 in Work Place Environment.

Since the significant value is 0.06 which is greater than p value i.e., 0.05, the hypothesis H2: Work Place Environment has a significant influence on the increase of Employee Loyalty is REJECTED

Table 5.4: Coefficients^a

Model	Un standardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.048	.408		2.568	.018
	Equipment in the workplace is very good.	.147	.201	.169	.727	.475
	The work environment is comfortable					
	The workplace's temperature, light, and noise are appropriate	.236	.180	.283	1.311	.205
	I feel safe in the workplace	-.290	.227	-.258	1.279	.215
		.416	.198	.500	2.098	.049

a. Dependent Variable: Increase in Loyalty

Increase in Loyalty(DV) = 1.048
 + (.727) WPE 1 + (1.311) WPE 2
 + (-1. 279) WPE3 + (2.098)
 WPE 4.

Loyalty with respect to the WPE 1(Equipment in the workplace is very good.) is 1.775 (1.048+0.727); if WPE1 increases by one unit, the loyalty is increased by 1.775. Likewise if the predictors WPE2, WPE3 and WPE4 are increased by one unit, the dependent variable i.e. Loyalty is increased for WPE 2 (The work environment is comfortable) by 2.359; WPE 3

Table 5.5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.203	3	1.734	16.880	.000 ^b

(The workplace's temperature, light, and noise are appropriate) by -0.231; WPE 4 (I feel safe in the workplace) by 3.146; It is clearly noted that loyalty is explained significantly by the item I feel safe in the workplace and The work environment is comfortable. The negative impact is shown by the item can be observed with the workplace's temperature, light, and noise are appropriate.

➤ **The estimation of VALUE CONGRUENCE items on Loyalty**

Residual	2.157	121	.103		
Total	7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), I commit to follow the company’s strategies, The values and believes I respect and those the company pursues are matching, I respect the company’s culture

Table 5.5 shows the relationship among the Employee Loyalty to the independent variables of Value Congruence i.e. VC1, VC2 and VC3. The F value between dependent variable and predictors is 16.880, and surprisingly, the significant value is 0.00 which is highly significant at 0.05 and 0.00 level. On the other hand, we can also conclude whether there is one level in items’ increase, there will be the increase of 2.157 in Value Congruence.

Since the significant value is 0.000 which is less than p value i.e., 0.05, the hypothesis

H3: Value Congruence has a significant influence on the increase of Employee Loyalty is

ACCEPTED

Table 5.6: Coefficients^a

Model		Un standardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.738	.240		3.068	.006
	The values and believes I respect and those the company pursues are matching I respect the company’s culture I commit to follow the company’s strategies	.156	.108	.232	1.445	.163
		.610	.185	.774	3.294	.003
		-.102	.192	-.122	-.531	.601

a. Dependent Variable: Increase in Loyalty

Increase in Loyalty(DV) = 0.738 + (1.445) WPE 1 + (3.294) WPE 2 + (-.531) WPE 3 Loyalty with

respect to the VC1(The values and believes I respect and those the company pursues are

matching) is 2.183 (0.738 +1.445); if VC1 increases by one unit, the loyalty is increased by 2.183. Likewise if the predictors VC2 and VC3 are increased by one unit, the dependent variable i.e. Loyalty is increased for VC 2 (I respect the company’s culture) by 4.032 at higher site; VC 3 (I commit to follow the company’s strategies) by 0.207; It is clearly noted that loyalty is explained

significantly by the item I respect the company’s culture followed by The values and believes I respect and those the company pursues are matching with 4.032 and 2.183 respectively.

➤ **The estimation of PERSON JOB-FIT items on Loyalty**

Table 5.7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.994	3	1.665	14.777	.000 ^b
	Residual	2.366	121	.113		
Total		7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), I love my job, My competence is suitable for job requirements, I feel motivated and happy while working

5.7 shows of Person Job-Fit i.e. JF1, JF2 and JF3. The F value between dependant variable and predictors is 14.777, and surprisingly, the significant value is 0.00 which is highly significant at 0.05 and 0.00 level. On the other hand, we can also conclude whether there is one level in items’ increase, there will be the increase of 2.366 in Person Job-Fit.

Since the significant value is 0.000 which is less than p value i.e., 0.05, the hypothesis

H4: Person Job-Fit has a significant influence on the increase of Employee Loyalty is ACCEPTED

Table 5.8: Coefficients^a

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.240		2.787	.011

My competence is suitable for job requirements	.206	.133	.306	1.549	.136
I feel motivated and happy while working					
I love my job	.254	.159	.354	1.596	.125
	.157	.111	.255	1.417	.171

a. Dependent Variable: Increase in Loyalty

$$\text{Increase in Loyalty (DV)} = 0.668 + (1.549) \text{ WPE 1} + (1.596) \text{ WPE 2} + (1.417) \text{ WPE 3}$$

Loyalty with respect to the JF1 (My competence is suitable for job requirements) is 2.217 (0.668 + 1.549); if JF1 increases by one unit, the loyalty is increased by 2.217. Likewise if the predictors JF2 and JF3 are increased by one unit, the dependent variable i.e. Loyalty is increased for JF 2 (I feel motivated and happy while working) by 2.264; JF 3

(I love my job) by 2.085; It is clearly noted that loyalty is explained significantly by all the items of Person Job-Fit, since they carry good weightage.

➤ **The estimation of EMPOWERMENT items on Loyalty**

Table 5.9: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.631	5	.926	6.449	.001 ^b
Residual	2.729	119	.144		
Total	7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), My supervisor believes in my work evaluation, My supervisor lets me perform my tasks by myself, My supervisor generally forgives my minor mistakes by my wrong decision making, My supervisor lets me set my own goals for work., My supervisor lets me make decisions

5.9 shows of Empowerment i.e. EP1, EP2, EP3, EP4 and EP5. The F value between dependant variable and predictors is 6.449, and the significant value is 0.01 which is significant at 0.05 level. On the other hand, we can also conclude whether there is one level in items' increase, there will be the increase of 2.729 in Empowerment.

Since the significant value is 0.001 which is less than p value i.e., 0.05, the hypothesis

H5: Empowerment has a significant influence on the increase of Employee Loyalty is

ACCEPTED

Table 5.10 Coefficients^a

Model		Un standardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.937	.249		3.763	.001
	My supervisor lets me perform my tasks by myself	.300	.193	.461	1.551	.137
	My supervisor lets me make decisions	.078	.203	.142	.386	.704
	My supervisor lets me set my own goals for work.	.091	.176	.185	.517	.611
	My supervisor generally forgives my minor mistakes by my wrong decision making	.084	.217	.122	.385	.704
	My supervisor believes in my work evaluation	-.053	.197	-.078	-.271	.790

a. Dependent Variable: Increase in Loyalty

Increase in Loyalty (DV) = 0.937+ (1.551) EP 1 + (.386) EP 2 + (.517) EP 3 + (.704) EP4+(-.271) EP5

Loyalty with respect to the EP1 (My supervisor lets me perform my tasks by myself) is 2.488 (0.937+1.551); if EP1 increases by one unit, the loyalty is increased by 2.488.

Likewise if the predictors EP2, EP3, EP4 and EP5 are increased by one unit, the dependent variable i.e. Loyalty is increased for EP 2 (My supervisor lets me make decisions) by 1.323; EP 3 (My

supervisor lets me set my own goals for work.) by 1.454; EP4 (My supervisor generally forgives my minor mistakes by my wrong decision making) by 1.641; and EP5 (My supervisor believes in my work evaluation) by 0.666. It is clearly noted that loyalty is explained more significantly by “My supervisor lets me perform my tasks by myself of Empowerment.

➤ **The estimation of TRAINING AND DEVELOPMENT items on Loyalty**

Table 5.11: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	2.503	4	.626	2.577	.069 ^b
	Residual					
Total		4.857	120	.243		
		7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), Timings of training sessions is good, Inputs given in training is adequate, Environment and ambiance of training is good, Trainers are qualitative in knowledge transfer aspect.

5.11 shows of Training and Development i.e. TD1, TD2, TD3 and TD4. The F value between dependant variable and predictors is 2.577, and the significant value is 0.069 which is not significant at 0.05 level. On the other hand, we can also conclude whether there is one level in items' increase, there will be the increase of 4.857 in Training and Development.

*Since the significant value is 0.069 which is greater than p value i.e., 0.05, the hypothesis **H6: Training and Development has a significant influence on the increase of Employee Loyalty is REJECTED***

Table 5.12: Coefficients^a

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.796	.471		1.689	.107
	Inputs given in training is adequate	.316	.246	.341	1.285	.213
	Trainers are qualitative in knowledge transfer aspect					
	Environment and ambiance of training is good	-.185	.261	-.193	-.709	.487
	Timings of training sessions is good	.214	.222	.236	.966	.346

	.313	.265	.297	1.182	.251
--	------	------	------	-------	------

a. Dependent Variable: Increase in Loyalty

Increase in Loyalty (DV) = 0.796+ (1.285) EP 1 + (-.709) EP 2 + (.966) EP 3 + (1.182)

EP4

Loyalty with respect to the Training and Development,TD1 (Inputs given in training is adequate) is 2.081 (.796+1.285); if EP1 increases by one unit, the loyalty is increased by 2.081. Likewise if the predictors TD2, TD3 andTD4 are increased by one unit, the dependent variable i.e.

Loyalty is increased for EP 2 (Trainers are qualitative in knowledge transfer aspect) by 0.087; EP 3 (Environment and ambiance of training is good) by 1.762; and EP4 (Timings of training sessions is good) by 1.978. It is clearly noted that loyalty is explained more significantly by the item “Inputs given in training is adequate” related to Training and Development.

> The estimation of JOB SECURITY items on Loyalty

Table 5.2.20:ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.312	2	2.156	15.561	.000 ^b
	Residual	3.048	122	.139		
Total		7.360	124			

a. Dependent Variable: Increase in Loyalty

b. Predictors: (Constant), Our organizational policies support job security, Job security levels are high

Table 5.13 shows the relationship among the Employee Loyalty to the independent variables of Job Security i.e. JS1 and JS2. The F value between dependent variable and predictors is 15.561, and the significant value is 0.00 which is highly significant at 0.05 and 0.01 level. On the other hand, we can also conclude whether there is one level in items’ increase, there will be the increase of 3.048 in Job Security.

Since the significant value is 0.000 which is less than p value i.e., 0.05, the hypothesis

H7: Job Security has a significant influence on the increase of Employee Loyalty is

ACCEPTED

Table 5.14: Coefficients^a

Model	Un standardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.707	.271		2.611	.016
Job security levels are high	.011	.114	.020	.095	.925
Our organizational policies support job security	.584	.161	.751	3.624	.002

a. Dependent Variable: Increase in Loyalty

Increase in Loyalty (DV) = 0.707+ (.095) EP 1 + (3.624) EP 2

Loyalty with respect to the Job Security, JS1 (Inputs given in training is adequate) is 0.802 (0.707+ .095); if JS1 increases by one unit, the loyalty is increased by 2.081. Likewise if the predictors JS2 (Trainers are qualitative in knowledge transfer aspect) is increased by one unit, the dependent variable i.e. Loyalty is increased by 4.331. It is also found that the item “Our organizational policies support job security” is significant with 0.00 which is less than p value (0.05) which also carries good weightage of regression (4.331).

VI. SUGGESTIONS

1. Focus on demographical traits of every individual employee and gain relative information related their needs would let the managers know them better and act accordingly by satisfying the possible needs.
2. Compensation being the very important element which will increase the rate of loyalty with respect to special revenue such as Allowances, rewards, and fringe benefits may be restructured since the employees look forward them out of their achievement which in turn give them the job satisfaction also.
3. It is quite surprising to note that the work environment is not significant on loyalty since employees may feel that the infrastructure and technology is meant for the product promotion but not related to their side of advantage. Since the company is not a manufacturing firm, showroom doesn't need any safety precautions to be more worried about.
4. Respect towards company's culture and the values and believes are to be focussed more by generating novel and advantageous since many employees feel that value consistency brings high loyalty.
5. Competencies and motivational cues to improve the credibility of every employee is to be renovated through measuring with appraisal techniques.
6. It is appreciable that the freedom being given to employee is considered as one of the most significant element to improve empowerment among the employees which in turn will increase the loyalty range. The company may adopt certain strategy within the span of control to let the employees to do their tasks without any pressure.
7. It seems that there is no connection between training and development and loyalty increase might be because of the routinized product information being trained or monotonous

sessions of training related to job related could be turned into interesting enough by implanting creative methods such as gaming, soft skill and life skill applications.

8. It is highly appreciable that Job security and policies related to job security are considered the most influencing elements with respect to the increase of loyalty which in turn escalate the retention rate, so the company should continue the same spirit and psychological distraction of any insecurity feelings should not be invited.

REFERENCE

- Alexander Preko & John Adjetey, International journal of Business Research and Management (IJBRM), Volume (4): Issue (2):2013.
- Cascio, W. F. (1998). *Managing Human Resource Productivity, quality of Work life, Profits: (5 th Ed)*. Boston. Irvin /McGraw-Hill.
- Eskildsen, J.K., &Nussler, M.L (2000). The managerial drivers of employee satisfaction and loyalty. *Total quality management* 11 (4,5&6), 581-588.
- Grishma Rao Siddabattula., Vakamullu Gopalakrishna., Birhanu Mulat Addis., Koppala Venugopal (2018) "Assessment Of Factors Influencing The Performance Of Agricultural Tractors: In The Case Of Srikakulam City, A.P., India"., International Journal of Innovative Research and Practices (IJIRP)., Forum for Intellectual Academicians and Researchers., Volume 6, Issue 3, March 2018, PP: 1-11
- Harter, J.K. Schmidt, F.L, & Hayes, T.L (2002). Business unit level relationship between employee satisfaction, employee engagement and business outcomes: *A meta-analysis*. Journal of applied psychology, 87(2), 268-279
- Herzberg,F. (1987). One more time: How do you motive employees. *Harvard Business Review*, 65(5), 109-121
- Hobel.J. (2006). Loyal staff worth the effort. *Canadian HRReporter*, 19,(19) 26-26
- Koppala Venugopal., D. Vishnu Murty (2019) "Brand Personality's Effect On Brand Loyalty: In Case Of National Banks From Srikakulam City, Andhra Pradesh, India" International Journal of Engineering and Advanced Technology (IJEAT) Volume-8, Issue-6S3, September 2019, PP:1284-1288
- McGuinness,B.M.(1998).Thechangeinemployee loyalty.*Nursingmanagement*,29(2),45
- McCusker, D., & Wolfman, I. (1998). Loyalty in the eyes of employers and employees. *Work force*. 77(11), 12-14.
- Saks. A. M. (2006), 'Antecedents and Consequences of Employee Engagement' *Journal of Managerial Psychological*, 21 (7), 600-619.
- Senlow. G.W.& Gillbert, R.R. (1997). Charge managers with inspiring loyalty. *Workforce*,76 (10), 85-87
- Subbarao.P Personnel and human resource management- text and cases (Himalaya publishing house)
- Talley.J.(1998). Help with work/life balance earns employee loyalty. *Business Insurance*, 32(25), 33-35
- Voyles B. (1999). Are satisfied employees loyal employees? *Potentials*, 32 (9), 69-70
- Yee, R. W. Y., Yeung, A. C. L. & Cheng, T. C. E. (2010). An empirical study of employee loyalty, service quality & firm performance in the service industry. *International journal of production economics*, 124, 109-120.10.1016/j.ipje.2009.