The connections between management of job satisfaction,management of the loyalty worker in the company and commitment

Peng Cheng

Doctor of philosophy (PHD) Management, Limkokwing University of Creative Technology, Cyberjaya, Selangor, 63000, Malaysia

624805908@qq.com

Abstract

This study aims to Understanding the connections between management of job satisfaction, management of the loyalty worker in the company and commitment. The review of articles, journal, and others reliable source have been used to explain the employees and its independent variables. From that research 400 questionnaires were distributed to 400 respondents to collect data and analyze it. The analyzing of the data collected was used in SPSS statistical package for social science software version 23 to the produce output which determine the reliability of the study. SPSS produce output such as reliability test, normality test, linearity test, correlation analysis and multiple regression analysis. These all analysis and tests have proved that this study is reliable.

Keywords

Job satisfaction, management, the loyalty worker in the company and commitment.

1. Introduction

1.1 Introduction：

Job satisfaction, Employee loyalty, and Job happiness are some of the vital ingredients to sustain the overall return of the employees to the company regarding efficiency and better performance (Kumar. and Pansari, 2015). Employee satisfaction is one of the keys for well-structured organizations; it is believed that a prosperous business always depends on the level of satisfaction of its employees. It is also believed that business is affected if the employees are not satisfied with the company.

This study will focus on the connections between job satisfaction, the loyalty of the employee in a company. In addition, it informs how these factors help in the progress of the company (So, et al., 2016). The study will show the large impact of job satisfaction on the motivation of the employees. Also, how the motivation of employees affects the productivity of the employee. Hence the effect of all these factors on the company's overall performance.

1.2 Background of the study：

Job satisfaction and employee loyalty are one of the most challenging tasks for managers nowadays when it comes to handling their employees. On the other hand, these two factors result in making the business a success (So, et al., 2016). The more the employee is happy, the more committed it gets with the passage of time with the company about reaching its goals and being passionate about their organization's success.

Research shows that more than half of the employees working in Malaysian organizations are job satisfied. They look forward to going to their workplaces for work. That shows that the companies are making efforts that ensure employee job satisfaction. Most of the companies find it difficult to sustain their employees for the longer period that makes them loyal towards their organizations (Zhu, Yin, Lin and Lai, 2014). These approaches also lead to in wastage of many resources that the organization has provided to the employee.

1.3 Problem Statement:

Job satisfaction and commitment are one of the most important factors that help in the success of the company. The relationship between job satisfaction, employee loyalty and the effect of these factors on the motivation of the employee are not clearly defined in the previous studies (Carter and Baghurst, 2014). There is a big loophole between the literature and the practical implications of these factors. These practices more often result in the organization for wastage of the resources developed to enhance the loyalty of their employees (Hanaysha, 2016). Surveys show that over 60%, out of all the employees have job satisfaction in Malaysia. Over 50% of them look forward to going to their workplaces and work. But these statistics are poorly defined (Hanaysha, 2016). This shows that there is a significant chance of a loophole in the literature and the implications in the market. These studies provide significant evidence to create a hypothesis that shows a loophole in the studies.

1.4 Chapter Summary:

This study discusses and allows the market to understand the relationship between job satisfaction, employee loyalty and the commitment that an employee put in working with a company. The chapter includes all the researches and studies that have initially classified the problem but never served for it. The chapter includes all the methodologies and framework of the research paper and provides a detailed understanding regarding the topic of the assertion.

2.   Literature Review

2.1 Introduction:

This chapter includes all the books, scholarly articles, and all the other resources which provide relevance and help in the understanding of different terms and approaches in this study. This chapter provides a literature review of the research paper. It also includes all the past journals, research papers, and articles that enlighten the reader with the understanding of the topic and also provides dependent and independent variables that are used in the research paper. These dependent and independent variables will be looked upon with taking the understanding of the previous studies that have been conducted in the past. All the past studies ae used in order to find loopholes in the existing literature.

2.2 Independent and Dependent variables in the Research:

In statistical experiments and mathematical modeling, variables are a form of knowledge that holds the power to change the course of the experiment. A variable can be an event that occurred, time, any mathematic figure or a thematic operator (Du Preez & Bendixen, 2015). In a research experiments or studies, these variables are the ones that depend on each other to form a result. The independent variables are the variables that can be changed and controlled according to the desire of the scientist or in order to check the effects that the rate in change causes over the dependent variable (Shields, et al., 2015). Independent variables are the variables that are used to find the rate of change or the effect of the variables on the research. An independent is used to see the required change by changing the values according to the experimental needs. Whereas a dependent variable also plays a vital part in a research, as these are the variables on which the tests are run with the help of an independent variable. A dependent variable is a variable that has been studied to measure the hypothesis. The dependent variable change with the changing values of the independent variable.

2.2.1 Two factor Theory:

The two factor theory mainly known as Herzberg's Motivation Hygiene Theory or a dual factor theory that states that there are a number of factors in the workplace of an organization that helps them management in creating job satisfaction for the employees (Kirk-Brown, et al., 2004). This theory also proposes as there are a number of factors that create job satisfaction, there are a number of factors that create dissatisfaction for an employee in an organization. This theory deals in how these factors help an organization in creating job satisfaction (Blum, 2000).

This theory was resulted in a result of taking interviews and asking the respondents about the characteristics or the term of events in their workplace and lives that created job satisfaction and

dissatisfaction (Yunus & Kamal, 2016). The proposed hypothesis concluded that the following factors created job satisfaction in a work place, Achievement, intrinsic interest in work, responsibility and advancement. Whereas the following are the attributes that create dissatisfaction in a workplace for an employee that are, company policy, administrative policy of a company, supervision, interpersonal provisions of the company, working conditions and salary.

However, the proposed hypothesis says that the attributes that create job satisfaction, by eliminating them, doesn't create dissatisfaction in the employee's life.

The two factors theory differentiates between Motivators and Hygiene factors in a job place.

2.2.2 Locke Theory of value:

Locke's theory also known as labor theory of value is the theory in which Locke determines the factors that effects the job satisfaction. In this theory Locke explains how the exchange values of any product or services can be measured. It tries to explain how a product good or any service is priced (Hanaysha, 2016). It also asks weather of this exchange rate is correct or not and provide a hypothesis. With the help of Locke's theory of value, different factors will be used to determine if it effects on the job satisfaction of the employee or not. I order to create a good hypothesis the factors that will be used to determine the factors that affect job satisfaction will be determined.

2.3 Chapter Summary

This chapter has helped in understanding the independent and dependent variables. The connection between the variables. The chapter further discussed the hypothesis created for the research. The theories discussed help in understanding whether the independent variables are able to develop the dependent variable in this context. The chapter also discussed the creation of conceptual framework and the theories that have helped in creating such formula.

3. Introduction

3.1 Introduction

A data analysis software known as SPSS has been put to use for scrutinizing the data and irrefutably conclusive reports of the entire substantial answers have also been evaluated by a data analysis software of SPSS.

The research made in this thesis has based its foundation on the employees of various firms by means of which it has been concluded after analysis that which factors have the capability of making an impact on the loyalty of the employee to the respective firm they have been associated with. The assessment of the data that has been acquired through the process of survey questionnaire has been included in this chapter of the thesis. The entire quantitative analysis of the collected data has been presented in this chapter which has been brought to existence by means of using a data analysis software known as SPSS. This questionnaire for the survey has been circulated through many firms and they have been responded to my many male and female employees of various companies who belong to many different age group, monthly income, social status and education level.

3.2 Preliminary Data Analysis

The chart that has been obtained above reveals the descriptive facts and figures for the independent variable of 'Career Progression'. The first question that has been enquired of the participants of the survey had been 'Does career progression help the employees?' Mean value for this question had been valuated to be at 3.64, even though, for this question, the standard deviation has been estimated to be about 1.697. However, the Kurtosis and Skewness for this question are evaluated to be -0.656 and -1.339, correspondingly.

Nevertheless, the second question is 'Do employees benefit from such activities?' For this question, the calculated mean, standard deviation, skewness and kurtosis have been evaluated to be 4.07, 1.200, -0.807, -0.933, in an order. While the third question is, 'Do organizations helps their employees in career progression?' For this question, the mean has been calculated to be 4.17 whereas, the standard deviation, skewness and Kurtosis for this question is evaluated to be 1.223, -1.396 and 0.837,

respectively. Additionally, the fourth question is 'Is motivating the employees a good process?' Mean value and standard deviation for this question has been calculated to be 4.16 and 1.257 while the skewness and kurtosis for the data related to this question is -1.282 and 0.354, respectively. As for the fifth question which is 'Are motivation and job satisfaction connected?', the evaluated mean value and standard deviation has been calculated to be, correspondingly, 4.01 and 1.447. While, the skewness and kurtosis were calculated to be -1.132 and -0.280, separately. However, for the final question 'Are employees frequently looking to progress in their careers?' the respectively obtained mean and standard deviation are 4.15 and 1.316. Although, the calculated skewness and Kurtosis for this question are -1.391 and 0.551, individually. Though, for each and every question enquired for this variable, for Skewness and Kurtosis, the standard error had been calculated to be 0.141 and 0.281, respectively.

Descriptive Statistics: Career Progression

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Does career progression help the employees?	300	3.64	1.697	-.656	.141	-1.339	.281
Do employees benefit from such activities?	300	4.07	1.200	-.807	.141	-.933	.281
Do organizations helps their employees in career progression?	300	4.17	1.223	-1.396	.141	.837	.281
Is motivating the employees a good process?	300	4.16	1.257	-1.282	.141	.354	.281
Are motivation and job satisfaction connected?	300	4.01	1.447	-1.132	.141	-.280	.281
Are employees frequently looking to progress in their careers?	300	4.15	1.316	-1.391	.141	.551	.281
Valid N (listwise)	300						

The chart that has been obtained above reveals the descriptive facts and figures for the independent variable of 'Job Challenge'. The first question that has been enquired of the participants of the survey had been 'Does job challenge help employees in progressing?' Mean value for this question had been valuated to be at 3.98, even though, for this question, the standard deviation has been estimated to be about 1.182. However, the Kurtosis and Skewness for this question are evaluated to be -0.719 and -0.800, correspondingly.

Nevertheless, the second question is 'Do employees learn from job challenges?' For this question, the calculated mean, standard deviation, skewness and kurtosis have been evaluated to be 4.25, 0.969, -1.192, 0.922, in an order. While the third question is, 'Do employees accept job challenges eagerly?' For this question, the mean has been calculated to be 4.38 whereas, the standard deviation, skewness and Kurtosis for this question is evaluated to be 0.847, -0.815 and -1.114, respectively. Additionally,

the fourth question is 'Does job challenge create negative effects on employees?' Mean value and standard deviation for this question has been calculated to be 3.97 and 1.326 while the skewness and kurtosis for the data related to this question is -0.978 and -0.381, respectively. As for the fifth question which is 'Does your organization apply this?', the evaluated mean value and standard deviation has been calculated to be, correspondingly, 4.38 and 0.958. While, the skewness and kurtosis were calculated to be -1.742 and 2.979, separately. However, for the final question 'Do employees perform well under stress and challenging jobs?' the respectively obtained mean and standard deviation are 4.29 and 0.978. Although, the calculated skewness and Kurtosis for this question are -1.134 and 0.561, individually. Though, for each and every question enquired for this variable, for Skewness and Kurtosis, the standard error had been calculated to be 0.141 and 0.281, respectively.

Descriptive Statistics: Job Challenge

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Does job challenge help employees in progressing?	300	3.98	1.182	-.719	.141	-.800	.281
Do employees learn from job challenges?	300	4.25	.969	-1.192	.141	.922	.281
Do employees accept job challenges eagerly?	300	4.38	.847	-.815	.141	-1.114	.281
Does job challenge create negative effects on employees?	300	3.97	1.326	-.978	.141	-.381	.281
Does your organization apply this?	300	4.38	.958	-1.742	.141	2.979	.281
Do employees perform well under stress and challenging jobs?	300	4.29	.978	-1.134	.141	.561	.281
Valid N (listwise)	300						

3.2.1 Reliability Test

Reliability test is conducted on the data which has been collected through various means for the survey questionnaire for checking the reliability of the attained data through various sources by means of a data analysis software known as SPSS. This test checks out the legitimacy of the data which has been collected and analysed for which the reliability report has been prepared and presented to the researcher of the research study. The value of reliability is standardized at 0.70 for the unit of Cronbach's Alpha. When the value of Cronbach's Alpha for any variable is equal to or greater than the standard value of 0.70, the data for that variable is assessed to be reliable and capable of being used for other purposes.

The calculation is accomplished and examined with the assistance of the facts and figures based on performance. The chart below calculates the Cronbach's Alpha value, separately, for each variable that has been put to use in this research study. Along with the chart, the Cronbach's Alpha value has been evaluated by the researcher through the data analysis software known as SPSS. For every variable, the values for Cronbach's Alpha have been evaluated by SPSS and has found to be greater

than 0.7. This indicates that the data collected is eligible to be used for research purposes as it has been found to be reliable through this reliability test.

Hence, the value of Cronbach's Alpha for the data of variable of Motivation is 0.854 that characterises the uppermost reliability of the data which has been collected for every independent variable. If the reliability of any data is considered as high, the researcher can proceed for taking further tests over the data for correlation and regression. The values of Cronbach's Alpha for variables of Career Progression, Job Challenge, Motivation, Employee Engagement, Employee Loyalty are 0.735, 0.778, 0.854, 0.758 and 0.727, respectively.

Variable	No of Items	Cronbach's Alpha
Career Progression	6	0.735
Job Challenge	6	0.778
Motivation	6	0.854
Employee Engagement	6	0.758
Employee Loyalty	6	0.727

3.2.2 Validity Test

To check the validity of the data collected by different means, a test by the name of Kaiser-Meyer-Olkin is conducted on the data. The Kaiser-Meyer-Olkin (KMO) is the sort of test which regulates the suitability of the collected data by the researcher for accomplishing the anticipated purposes and goals. The KMO test elaborates the eligibility of the samples for every independent and dependent variables which have been made to use for this research study along with the outcomes. Commonly, the value of KMO has been standardized at 0.5. If the value of KMO is found to be above the value of 0.5, the data which has been collected is considered to be unfit to be used for performing factor analysis since it is determined that the variance is high in such a case (de Leaniz, P. M. G., & del Bosque Rodríguez, I. R.). These figures represent the degree of variance present among the independent and dependent variables. For the research study carried out in this thesis, the results of KMO test are as follows:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.482
Bartlett's Test of Sphericity	Approx. Chi-Square	119.642
	df	10
	Sig.	.000

For this research study, the KMO test evaluates the value of 0.482 which is lesser than the standardized value of 0.5. This shows that the data poised in the survey is very apt for the procedure of analysis of various factors.

3.2.3 Regression Analysis

Regression analysis is one of many data analysis techniques that the researcher has used for verifying the data of the research study that has been collected through survey questionnaire (Stamenkov, G., & Dika, Z.). The assessment and analysing for the regression and validation of the collected data is carried out for computing the validity of variables which in turn, verifies the importance of the relationships established between independent and dependent variables. The chart expressed below shows the model summary as:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867[a]	.835	.834	1.74764

a. Predictors: (Constant), Employee_engagement, Job_Challenge, Motivation, Career_Progression

The R-squared value suggests that the variance in the data collected is of about 83.5% between the dependent variable of 'Employee Loyalty' and the independent variables that have been discussed in the research study of this thesis. However, it has been concluded that the effect of dependent variables on the independent variable are substantial.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.424	.606		-2.349	.019
Career_Progression	.903	.024	1.270	41.365	.000
Job_Challenge	.455	.020	.156	7.141	.000
Motivation	.137	.018	.942	5.598	.000
Employee_engagement	-.919	.028	-.723	-6.790	.000
a. Dependent Variable: Employee_loyalty					

The facts and figures discussed in the chart expressed above for coefficients validate the significant value that has been evaluated for this research study by the researcher. The "significant value" defines the success of the hypothesis that has been used in this study. If the significant value has been evaluated to be below 0.05, the hypothesis proposed by the researcher in this study is determined to be valid and eligible to be accepted for further research on this study. For this research study, the significant values that have been evaluated for the variables Career Progression, Job Challenge, Motivation, Employee Engagement and Employee Loyalty are 0.00, 0.00, 0.00 and 0.00, respectively. Considering these findings, it has been established that all the selected independent variables have an impact on the dependent variable of Employee Loyalty.

3.3 Discussion of Results

When multiple tests had been performed over the collected data such as Normality Test, Reliability Test, Correlation Test, Regression Analysis under the data of all the independent and dependent variables, the validity and reliability of the data has been concluded as positive in accordance with proposed hypothesis for the accomplishment of the anticipated objectives of this research study. Obtained values of the coefficients for all the correlations among the variables met the standard values after having been gone through all the tests.

3.4 Conclusion

This chapter highlights the analysis and results of the statistics obtained through survey questionnaire after scrutinization and evaluation of the correlations among the variables; independent and dependent, that have been established by the standards determined by the researcher. A data analysis software SPSS has been used for the evaluation of the collected data. Various statistical pie charts and graphs are an essential part of this thesis which serve as a demonstration of the data collected in survey questionnaire by the researcher. The mean, standard deviation, skewness and kurtosis evaluated for all the questions of every variable have been demonstrated in a tabular form.

4. Chapter 5

4.1 Introduction

This chapter includes the evaluation of the effects of different factors on the loyalty of the employee towards their own company. This chapter will clarify the association among the independent and

dependent variables chosen for this study. It explains the links of dependent variable which is 'employee loyalty' with the independent factors like Career Progression, Job Challenge, Motivation and Employee Engagement. In this chapter, the relationship among the variables have been clarified in detail. The findings attained through numerous tests are shown decisively in this chapter for providing improved comprehension of the results and attain the wanted results of this study concerning the effects of various factors on the employee loyalty towards their firm (Rabbanee, F. K., Burford, O., & Ramaseshan, B). In this chapter, the restrictions and recommendations of this research study have also been debated.

4.2 Recommendations

If, ever, research is conducted on this topic in the future, these recommendations mentioned could benefit the researcher and assist in acting according to the recommendations provided. If the questionnaire had been distributed over a greater number of people than 300, the results would have been completed and more standardized. Additionally, the information for the survey questionnaire could also be obtained from a varied assortment of employees and country and hence, be able to characterize the obtained outcomes for the entire region, with more surety and with a substantially lesser notch of biasness in any certain direction.

If the number of variables discussed in this study could be enlarged for carrying out the survey questionnaire, this would also cause the results to be better as the range of people and region across which the survey would have been conducted, it would have resulted in more generalized findings. Growing the collective time for conducting the research would have also resulted in the improvement of the productivity of the companies and firms (Al Mehrzi, N., & Singh, S. K). This would also offer the researcher an added amount of time for interviewing and carrying out the survey over an even broader range of people.

4.3 Conclusion

A great emphasis has been made in this chapter upon the correlations that have been established between the dependent variable of employee loyalty and independent variables i-e., Career Progression, Job Challenge, Motivation and Employee Engagement. The relationships among the dependent and independent variables have been assessed and evaluated, in an individual capacity, which explains in detail about how various factors can make an impact on the satisfaction and loyalty of the employees working under various capacities in different companies, positively.

Primary and secondary sources have been used for the collection of data for carrying out this research study. All in all, the entire data collection from both the sources has been evaluated and found to be collected from relevant sources and accurate by all means tested. After evaluating and assessing various variables and their effects on the satisfaction and loyalty of the employees of various companies, an advance and well-settled organization can be established which would end up in improving the tactics for expanding different organizations.

Attainment of research purposes has been the point of discussion in this chapter. The responses and outcomes gained in this research study have also been evaluated and appraised in this chapter on the grounds of which an assessment is made regarding the degree to which the research objectives are reached. Hence, after measuring the dependent and independent variables independently and also, the associations between the independent variables and dependent variable, it has been contentedly determined that these variables discussed in the research study have a positive influence on the loyalty and satisfaction of the employees working in the organizations.

References

[1] Linz, S., Good, L. K., & Busch, M. (2015). Promoting worker loyalty: an empirical analysis. *International Journal of Manpower*, *36*(2), 169-191.
[2] Rabbanee, F. K., Burford, O., & Ramaseshan, B. (2015). Does employee performance affect customer loyalty in pharmacy services? Journal of Service Theory and Practice, 25(6), 725-743.

[3] Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. International Journal of Productivity and Performance Management, 65(6), 831-843.

[4] Stamenkov, G., & Dika, Z. (2016). Bank employees' internal and external perspectives on e-service quality, satisfaction and loyalty. Electronic Markets, 26(3), 291-309.

[5] Yu, M. C., Mai, Q., Tsai, S. B., & Dai, Y. (2018). An Empirical Study on the Organizational Trust, Employee-Organization Relationship and Innovative Behavior from the Integrated Perspective of Social Exchange and Organizational Sustainability. Sustainability, 10(3), 864.

[6] de Leaniz, P. M. G., & del Bosque Rodríguez, I. R. (2016). Corporate image and reputation as drivers of customer loyalty. Corporate Reputation Review, 19(2), 166-178.

[7] Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.

[8] Anitha, J. (2016). Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, 9(1).

[9] Anitha, J., 2016. Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, 9(1).

[10] Apergis, N., & Georgellis, Y. (2018). Regional unemployment and employee loyalty: evidence from 12 UK regions. *Regional Studies*, 52(9), 1283-1293.

[11] Atmojo, M. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International research journal of business studies*, 5(2).

[12] Atmojo, M., 2015. The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International research journal of business studies*, 5(2).

[13] Kandampully, J., Zhang, T. and Bilgihan, A., 2015. Customer loyalty: a review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management*, 27(3), pp.379-414.

[14] Kirk-Brown, A., & Wallace, D. (2004). Predicting burnout and job satisfaction in workplace counselors: The influence of role stressors, job challenge, and organizational knowledge. *Journal of Employment Counseling*, 41(1), 29-37.

[15] Korschun, D., Bhattacharya, C.B. and Swain, S.D., 2014. Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, 78(3), pp.20-37.

[16] Kumar, V. and Pansari, A., 2015. Measuring the benefits of employee engagement. *MIT Sloan Management Review*, 56(4), p.67.

[17] Lazaroiu, G. (2015). Employee motivation and job performance. *Linguistic and Philosophical Investigations*, 14, 97.

[18] Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications.

[19] McNabb, D. E. (2015). *Research methods for political science: Quantitative and qualitative methods*. Routledge.

[20] Miles, M. B., Huberman, A. M., & Saldana, J. (2013). *Qualitative data analysis*. Sage.

[21] Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.

[22] Nardi, P. M. (2018). *Doing survey research: A guide to quantitative methods*. Routledge.

[23] Neuman, W. L. (2013). *Social research methods: Qualitative and quantitative approaches*. Pearson education.

[24] Pfeffer, J., 2014. Business and the spirit: Management practices that sustain values. In *Handbook of workplace spirituality and organizational performance* (pp. 43-59). Routledge.

[25] Raina, R. and Roebuck, D.B., 2016. Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitment, and the employees' propensity to

leave in the insurance sector of India. *International Journal of Business Communication*, *53*(1), pp.97-130.

[26] Sears, D. O., & Citrin, J. (1982). *Tax revolt: Something for nothing in California*. Harvard University Press.

[27] Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., ... & Plimmer, G. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.

[28] Smith, J. A. (2015). *Qualitative psychology: A practical guide to research methods*. Sage.

[29] So, K.K.F., King, C., Sparks, B.A. and Wang, Y., 2016. The role of customer engagement in building consumer loyalty to tourism brands. *Journal of Travel Research*, *55*(1), pp.64-78.