

# THE IMPACT OF EMPLOYEES LOYALTY ON PREVALENT EMPLOYEEESHIP CULTURE IN INDIAN ORGANIZATIONS

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## ABSTRACT

The present study attempts to explore the association between employee loyalty and existing employeeship culture. The loyalty of employees has been examined on the aspects like: loyalty of employees towards the goals of the organization; obedience; adversity of loyalty to the situation; talking positive about the organization; defending the organization; curtailing rumors, misunderstandings and disloyal behavior; resolving conflicts through positive communication; feeling proud to be employed in the organization and employee's loyalty to the extent that organization is owned by them. For the purpose of the study, responses from three hundred respondents of twelve organizations of five different categories were recorded and the results reveal that there exist a positive relationship between element of loyalty and employeeship culture and that loyalty plays an imperative role in establishing the prevalence of employeeship culture to achieve desired level of organizational performance.

## INTRODUCTION

Competitive, creative and loyal human resource has always been identified as the only asset which ensures the survival, growth and success of any organization. The organizations in order to achieve sustainability in present dynamic and competitive business environment needs to focus on the people who constructs and operate the organization. The business objectives of the company can only be achieved when employee loyalty can be established. The main objective of creating the environment of employee loyalty is to achieve a situation in which employees will knowingly and without coercion become committed, accept responsibilities and pursue them at their own best efforts. Practically, an employer expects from its employees to be loyal, but at times unfortunately fails to provide a positive atmosphere at work.

In order to achieve employee loyalty the organization must take good care of employees and should focus on aspects including continuous engagement of employees on organizational agenda, clear understanding of vision of the organization, creation of an atmosphere of employees development and their empowerment to make them more committed, responsible and loyal to an extent where employees always feel and talk positive about the organization and can have the feeling of ownership of the organization. The loyalty and commitment should be established so strong that the employees are not only committed to the organizations but are also ready to defend it whenever required in order to achieve



the desired level of success. The present study has been conducted mainly to understand the concept of employee loyalty, its importance and impact on prevalence of employeeship culture in an organization for attaining sustained competitive advantage.

## REVIEW OF LITERATURE

Moller (1992) in his book on Employeeship explained that employees' loyalty towards their organization constitutes one of the most critical element of employeeship culture. According to him normally it is expected that the loyalty is demonstrated by top management and the employees to follow it. And, therefore, lack of loyalty amongst the employees is a direct reflection of the lack of loyalty on the part of the top management. Further, he has also explained reasons for loyalty conflicts amongst top management and employees and suggested the mechanisms to resolve these conflicts.

Duboff (1999); Antoncic and Antoncic (2011) studied the aspect of employee loyalty and its impact on the growth of the organization and stated that the employees play a crucial and vital role in any organization's achievements pertaining to quality and performance. According to the research, the performance of the organization is determined by the quality of its employees, and their loyalty and commitment. Apart from the nature of the work the employees are involved in, the way of treatment of employees in an organization is extremely decisive in determining if employees will indeed become loyal towards the organization and be an integral part of the competitive advantage of the company. Duboff and Antoncic et al. focused on the relationship of employee loyalty and the growth of the organization and the results indicated a positive relationship between employee loyalty and growth of the organization.

Roehling, Roehling and Moen (2001) investigated the relationships among work-life policies, informal support, and employee loyalty on criteria defined by age and parental status. They studied the impact of work-life policies on employee loyalty along with the consideration of the non-work and work contexts that influence employee attitudes and behavior. The study reveals that the relationship between employee child care policies and loyalty varies for women and men at different stages of parenthood. Also, policies like flexible-time policies have a consistent, positive association with employee loyalty with some variation based on life stage. The study concluded that informal support has the greatest positive relationship with employee loyalty.

Cunha (2002) examines how the interplay between culture, structure, and leadership is managed in order to build control and employee loyalty. The study focuses on the salient features namely that a high-profile culture combines with a low-profile leadership and with minimal structuring to create a vibrant and loyalty-generating organizational environment. Cunha proposed that these processes are effective because they reinforce one another. It is the articulation, not their existence that acts both as an unobtrusive control mechanism

and as an employee loyalty generating process, fulfilling the needs of both the organization and its professionals.

Schrag (2001) in his study on moral significance of employee loyalty mentioned the paradigm shift in the expectations of employee in a drive towards loyalty. The study explored the nature of employee loyalty, the elements of loyalty and the notion of ethical demands of employee loyalty. Further, the study examines the significance of loyalty for employees as well as for employer. Schrag finally concludes that employees have a natural inclination to extend loyalty to the organization and that the organization consequently has an obligation to make clear to employees the degree to which it will recognize and reward employee loyalty.

Matzler and Renzl (2006) argued in their study that employee satisfaction is one of the most important drivers of quality, customer satisfaction and productivity and contended that interpersonal trust among management and peers, strongly influences employee satisfaction and, as a consequence, employee loyalty. The authors also tested the relationships between trust in management and trust in peers, satisfaction and loyalty of employees and the results confirm a strong link between these constructs.

Bloemer and Odekerken-Schroder (2006) investigated the impact of employee relationship proneness on the three different types of attitudinal loyalty namely- affective, calculative, and normative commitment, and related these different types of attitudinal loyalty to employee loyalty behaviors in terms of word-of-mouth, intention to stay, benefit insensitivity and complaining. The results reveal that employee relationship proneness is a strong originator of affective and normative commitment. Affective commitment plays a critical role in creating all positive loyalty behaviors of employees, whereas normative commitment only supports intention to stay and benefit insensitivity and it has a negative impact on complaining. The study also revealed that calculative commitment has a negative impact on benefit insensitivity and complaining.

Hart and Thompson (2007) states that to clarify definitional inconsistencies, one need to view loyalty as a cognitive phenomenon, an attitude that resides in the mind of an individual. This view shall help in providing a finer-grained analysis of the concept and enhance the ethical implications of loyalty in organizations. To analyze loyalty's cognitive dimensions, the study adopts the psychological contract perspective, and treats loyalty as an individual-level construction of perceived reciprocal obligations. They have presented a three-tier framework of loyalty that provides a psychologically informed definition, specifies the variety of obligation types, and anticipated the potential for a symmetrical loyalty configurations between employers and employees.

Yee, Yeung and Cheng (2010) with an operational perspective on the relationship between employee loyalty and business performance, examined the relationships among employee



loyalty, service quality, customer satisfaction, customer loyalty and organizational profitability, and the factors influencing these relationships. Yee et al. also observed that employee loyalty is significantly related to service quality, which further impacts the customer satisfaction and customer loyalty, ultimately leading to profitability in high-contact service industries. The results also revealed that the effect of employee loyalty on firm profitability through service quality, customer satisfaction and customer loyalty is robust under different scenarios of employee–customer contact level, market competitiveness, and switching cost among the units.

### CONCEPTUALIZATION

The compiled definition of loyalty from various English Dictionaries defines it as a strong feeling of support or allegiance or a feeling or attitude of devoted attachment and affection or a strong positive emotion of regard and affection: love for his work or emotional binding of a person to a course of action. It is faithfulness or devotion to a person, group, organization, cause or country or it is an association that a person had with an organization. Encyclopedia Britannica noted that the origin of the word is in the Old French 'Loalte' which is rooted in law i.e. one who is loyal or one who is lawful. Jasiah Royce (1908) in his book 'The Philosophy of Loyalty' presented a different definition of the concept. According to him loyalty is a virtue, indeed a primary virtue, "the heart of all virtues, the central duty amongst all the duties or the basic moral principle from which all other principles can be derived or the willing and practical and thoroughgoing devotion of a person to a cause". Thus loyalty is chosen after personal consideration, is practical as it is practiced. It is actively engaged upon, not passively expressed merely as a strong feeling about something and it is not with a casual interest but a wholehearted commitment to a cause. In commercial term loyalty is an act of confidence of man in man upon which the whole fabric of business rests. For example, Brand Loyalty is a consumer's preference for a particular brand and a commitment to a repeatedly purchase of that brand in the face of other choices.

Organizational Loyalty as defined by Graham (1992) is an allegiance to the organization above self, protecting and defending it against external threats and promoting its reputation. Moorman and Blakly (1995) called this as 'Loyalty Boosterism' while Borman and Motowildo (1997) studied loyalty under the heading of endorsing, supporting and defending organizational objectives. According to Moller (1994), loyalty means, "When the employees of an organization as a good team performance feel responsible for the success or failure of the organization." Further, he has also stated that a loyal employee is characterized as– is happy when the organization is successful; takes action and defends the organization if it is threatened; is proud to be part of the organization; talks positive about the organization and puts forward constructive criticism but keeps it within the organization.

### OPERATIONAL CONCEPT

For the purpose of this study the operational concept of Loyalty as an essential element of Employeeship culture is, when the employees are faithful to the organization which has been chosen by them to support and also responsible for its success or failure.

### FOCUS AND OBJECTIVE

The focus of the study is to examine the impact of loyalty on prevalence of employeeship culture in the organizations. And, thus, the core objective of the study is to examine the prevalence of Loyalty and its impact on Employeeship Culture in Indian organizations.

### HYPOTHESIS

In view of the importance of prevailing loyalty and its impact on employeeship culture, it may be hypothesized that Higher the level of Loyalty, improved would be the Employeeship Culture and also organizational performance.

### RESEARCH METHODOLOGY

#### RESEARCH DESIGN

The research design of the present study is exploratory-cum-descriptive-cum-diagnostic. It is exploratory because no exclusive research study has been conducted by earlier scholars to examine the prevalent employeeship culture in organizations on the basis of employee loyalty. As evident, the study builds its foundation on the basis of the conducted review of relevant literature, which examines the importance of the concept of loyalty and its impact on the organizational culture and performance makes the study, descriptive in its nature. Also, the study is diagnostic since an attempt has been made to see the impact of employee loyalty on prevalence of employeeship culture in the sampled organizations.

#### UNIVERSE AND SURVEY POPULATION

The universe of the study comprises of organizations from five different categories, including banking, consumer durables, information technology, production and telecom, operative in India. Though, the survey population of the study is confined to only twelve organizations, selected on the basis of purposive non-random sampling technique. Accordingly, the researcher has chosen four banks including Bank of America, Royal Bank of Scotland, HDFC Bank and State Bank of India, and two organizations each Samsung and Haier; Tata Consultancy Services and Infosys; APL Apollo Tubes and Coal India Limited; and Bharti Airtel and ZTE India; to represent the banking, consumer durables, information Technology, production and telecom sectors respectively.

#### SAMPLE AND SAMPLING TECHNIQUE

From the selected organizations, Managers / Executives were chosen to represent the sample of the respondents. A uniform number of respondents have been taken from all the organizations as the respondents belonging to a particular organization have indicated more or less the same position



pertaining to the statements on employee loyalty and employeeship culture included in the data collection instrument. Further, due to homogeneity in perception of respondents from each organization, we have selected 25 managers/executives on the basis of non-random-purposive and quota sampling techniques, making a total of 300 respondents.

### DATA COLLECTION

Since, the research work is investigative in nature, thus, the observations and inferences of the study are drawn mainly on the basis of primary data. For the collection of primary data we constricted mainly to the techniques of questionnaire, telephonic discussion with respondents and observations. To adjudge the prevalent level of loyalty and its association with employeeship culture, the responses were obtained on twelve statements pertaining to the aspects like: loyalty of employees to the goals of the organization; non-blind obedience of loyalty; adversity of loyalty to the situation; talking positive about the organization and defending it; putting a stop to rumors, misunderstandings and disloyal behavior; openly speaking about conflicts and try to find a solution; feeling proud to be employed in the organization and employee's loyalty to the extent that organization is owned by them. To record the perceptions of respondents each item was measured on Likert-type five point Scale. The developed scale was tested for its reliability using Spearman Brown Split half method and test-retest method and validity of the scale was established on the basis of opinions of experts and by calculating correlation between items and total obtained scores for measurement of prevalent level of loyalty and employeeship culture.

### ANALYSIS

For the purpose of analysis of the impact of employee loyalty on prevalence of employeeship culture in the organizations, firstly, the mean scores of the respondents and the cumulative mean scores along with standard deviation from each organization were calculated. Thereafter, One-way ANOVA was applied to statistically confirm the differences and variance, which was followed by application of Duncan's Range Test (Post Hoc Group Comparison) to explore the significantly differing groups by using PSAW statistical package version 18.0. A statement and organization-wise percentage analysis was also conducted to confirm the results.

To analyze the prevalent Employeeship culture in the sampled organizations on the basis of element of Loyalty, simple mean scores of the responses of each organization were calculated ( $n = 25$ ) and the results have been presented in Table: 1. The mean scores of the State Bank of India was the lowest followed by Coal India Limited and APL Apollo Tubes. Infosys and Airtel have the next lowest scores followed by ZTE India. On the other hand, Tata Consultancy Services has the highest mean scores on the element of loyalty contributing to the prevalent state of Employeeship culture in the organization,

followed by Bank of America, Royal Bank of Scotland, HDFC Bank, Haier and Samsung.

**Table: 1: Mean Scores of sampled organizations on Loyalty and prevailing Employeeship Culture.**

Sr. No.	Organization	Mean Scores
1	Bank of America	52.48
2	Royal Bank of Scotland	52.08
3	HDFC Bank	51.04
4	State Bank of India	31.60
5	Samsung	49.08
6	Haier	50.44
7	Tata Consultancy Services	54.36
8	Infosys	41.84
9	APL Apollo Tubes	33.68
10	Coal India Ltd.	32.04
11	Airtel	44.92
12	ZTE India	45.32

Subsequently, the cumulative mean score and standard deviation of all the sampled organizations for the prevalent Employeeship culture in the organizations on the basis of Loyalty were calculated at 44.91 with Standard Deviation at 9.78 ( $N = 300$ ) exhibited in Table: 2.

**Table: 2: Cumulative Mean and Standard Deviation ( $N = 300$ )**

Sr. No.	Dimensions	Mean	Standard Deviation
1.	Loyalty and Employeeship Culture	44.91	9.78

Further, One Way Analysis of Variance was applied to examine whether statistically, the calculated mean scores given in Table: 1 differ significantly or not. The summary of results is exhibited in Table: 3.

The responses of the respondents of twelve organizations in context to prevalent Employeeship culture on the basis of the element of Loyalty, differed significantly with the value of " $F$ " = 52.10 and degree of freedom = 11, 288 which is significant at 0.01 level of confidence.

According to the obtained value of " $F$ " from the One Way Analysis of Variance, it could be observed that at least one group is significantly different from the other. And, thus, the Duncan's Range Test was applied to identify the significantly different groups and the result are shown in Table: 4.

As per the results of Duncan's Post Hoc Comparisons in terms of obtained mean scores, Tata Consultancy Services scored the highest and, on the other hand, the score of State Bank of India was found to be lowest. As a result of the comparison of the scores, the twelve organizations formed five subsets based on the differences in the scores. Tata Consultancy Services, Bank of America, Royal Bank of Scotland and HDFC Bank with higher scores was found to be forming one subset (5), followed by the subset (4) formed by Haier and Samsung



**Table: 3: Summary table of One-way Analysis of Variance (ANOVA)**

Sr. No.	Dimensions		Sum of Squares	Df	Mean Square	F
1.	Loyalty and Prevalent Employeeeship Culture	Between Groups	19051.55	11	1731.96	52.10**
		Within Groups	9573.84	288	33.24	
		Total	28625.39	299		

**Table: 4: Summary table of Duncan's range test (Post Hoc Group Comparison).**

Sr. No	Organization	Subset for alpha = .05 (n = 25)				
		1	2	3	4	5
1	State Bank of India	31.60				
2	Coal India Limited	32.04				
3	APL Apollo Tubes	33.68				
4	Infosys		41.84			
5	Airtel		44.92	44.92		
6	ZTE India Ltd.			45.32		
7	Samsung				49.08	
8	Haier				50.44	
9	HDFC Bank				51.04	51.04
10	Royal Bank of Scotland				52.08	52.08
11	Bank of America				52.48	52.48
12	Tata Consultancy Services					54.36

along with overlapping of organizations: Bank of America, Royal Bank of Scotland and HDFC Bank, from subset (5) with slightly lower scores than the Subset (5). ZTE India and Airtel formed another subset (3) with scores slightly lower than the other two subsets and Airtel also being part of subset (3) along with Infosys. APL Apollo Tubes, Coal India Limited and State Bank of India, with the lowest scores formed the fifth subset (1).

The organizations within the subsets did not differ significantly from each other, and even no significant differences were noted between subsets (5) and (4), (4) and (3) and (3) and (2). But, somehow, significant difference was observed between the organizations of subset (1) and the organizations of the rest of subsets.

The extent to which the employees are loyal to their organizations for creating employeeeship culture is examined on the basis of percentage analysis which confirmed the results obtained through Mean Scores, Standard Deviation, Analysis of Variance and Duncan's Range Test, as overall percentage range is between 52.67 and 56.13 for State Bank of India, Coal India Limited and APL Apollo Tubes for almost all the items included in the scale. Similarly, the percentage analysis also affirmed the results pertaining to Tata Consultancy services, Bank Of America, HDFC Bank, Haier and Royal Bank Of Scotland which recorded overall highest percentage scores that stands between 83.40 and 90.60 (Refer to Table: 5).

## MAJOR OBSERVATIONS

**The following observations may be recorded, on the basis of One-way ANOVA, Duncan's Range Test and statement and organization-wise percentage analysis:**

- The responses of the respondents of sampled organizations in view of prevalent employeeeship culture in relation to loyalty differ substantially with the value of "F" significant at 0.01 level of confidence.
- Based on lowest mean score, it may be inferred that the level of Loyalty is significantly low in State Bank of India. On the other side, as per the responses of the respondents with highest mean score, the element of loyalty contributes significantly in the construction of Employeeeship culture at Tata Consultancy Services.
- According to the results of the Duncan's Range Test, the organizations falling within the subset (5) formed by the Tata Consultancy Services with highest mean score along with Bank of America, Royal Bank of Scotland and HDFC Bank. These organizations did not differ on this dimension. And, thus, it may be inferred that with strong loyalty, employeeeship culture is prevailing significantly in these organizations.
- Bank of America, Royal Bank of Scotland, HDFC Bank, Haier and Samsung formed another subset (4) with non-significant different scores and also with subset (5), as

Table:5: Summary of percentage analysis on Loyalty and prevailing Employeeship Culture

Sr. No.	Statement/ Organizations	Bank of America	Royal Bank of Scotland	HDFC Bank	State Bank of India	Samsung	Haier	Tata Consultancy Services	Infosys	APL Apollo Tubes	Coal India Limited	Airtel	ZTE India	Composite
1	Every employee is loyal to the goals of the organization	84.8	80	82.4	49.6	83.2	87.2	91.2	63.2	51.2	44	67.2	73.6	71.5
2	Loyalty is not like blind obedience	83.2	84	85.6	45.6	81.6	83.2	91.2	64	58.4	43.2	65.6	81.6	72.3
3	Sometimes loyalty is speaking against the situations which we feel harm organization / department/employees	92.8	87.2	86.4	56	79.2	83.2	91.2	68.8	59.2	64	79.2	79.2	77.2
4	Employees always talk positive about the organization and also defend it	80.8	86.4	84.8	52	82.4	87.2	84.8	69.6	62.4	42.4	80	79.2	74.3
5	Issues are dealt with within the walls of the organizations	88.8	88	84.8	60.8	74.4	82.4	87.2	72	62.4	63.2	80	79.2	76.9
6	Employees always make active efforts to put a stop to rumors, misunderstandings	94.4	88	85.6	56	84	87.2	91.2	67.2	64	54.4	72.8	73.6	76.5
7	Employees talk with each other for the betterment of organization	84.8	87.2	85.6	51.2	86.4	86.4	91.2	74.4	56.8	52.8	76	78.4	75.9
8	When anybody makes a mistake, employees find the cause and correct it	88.8	88.8	87.2	53.6	85.6	83.2	91.2	78.4	55.2	52.8	64.8	74.4	75.3
9	Employees speak openly about conflicts and try to find a solution	90.4	89.6	85.6	52	80	79.2	87.2	76.8	58.4	59.2	80	73.6	76
10	Proud to be employed in the organization	93.6	89.6	87.2	64.8	80	82.4	83.2	66.4	57.6	63.2	82.4	70.4	76.7
11	Every employee feels, organization is theirs and they are part of it	87.2	88.8	84	45.6	82.4	83.2	97.6	64.8	42.4	55.2	80	72.8	73.7
12	Everybody is loyal to the organization	80	84	81.6	44.8	82.4	84	100	71.2	45.6	46.4	70.4	70.4	71.7
	N* items = 1500	87.5	83.4	85.1	52.7	81.8	84.1	90.6	69.7	56.1	53.4	74.9	75.5	74.8



per the Duncan's Range Test results. Therefore, it could be understood that with significant scores on loyalty, effective employeeship culture is prevailing in these organizations.

- Subset (3) and Subset (2) in the Post Hoc Group Comparisons, formed by ZTE India, Airtel and Infosys with Airtel being the parts of both the subsets are insignificantly different, but with considerably lower scores. And, hence, these organizations do not present any significant element of loyalty which shows that employeeship is slightly insignificant in their culture.
- The loyalty and employeeship Culture was also assessed with the help of obtained percentage Scores of all the 12 items included in the scale. It is very much evident from the scores that excluding the employees of State Bank of India, Coal India Limited and APL Apollo Tubes with significantly lower scores, employees of other organizations have indicated either moderate or higher level of loyalty towards their respective organizations.

Therefore, it is clear from the above discussion that the organizations occupied their places in all the subsets differ significantly between themselves and it is also apparent from the percentage analysis relevant to one of the most important ingredients of employeeship culture i.e. loyalty that the employees of Bank of America, Royal Bank of Scotland and HDFC Bank are highly loyal to their organizations in comparison to that of employees of State Bank of India, Coal India Limited and APL Apollo Tubes. **Hence, our hypothesis pertaining to the positive association between level of loyalty of employees towards their organization and prevalence of employeeship culture is proved and accepted.**

Studies pertaining to loyalty of employees towards the organization conducted by Graham (1991), Reichheld (1993), Moller (1992), Moorman and Blakely (1995), Borman and Motowidlo (1997), Duboff (1999); Schrag (2001), Roehling et al. (2001), Cunha (2002), Matzler and Renzel. (2006), Bloemer et al. (2006), Hart and Thompson (2007), Yee et al. (2010) and Antoncic et al. (2011), have also authenticated the above results of the study.

### MAJOR DEFICIENCIES

The major deficiencies are traced out from the analysis and observations pertaining to employees' loyalty and employeeship culture. From the results it could be extracted that the prevalent level of loyalty amongst the employees is adequately low in State Bank of India, Coal India Limited and APL Apollo Tubes and consequently leading to prevalence of low level of employeeship culture. It is because that the employees were not found loyal to the goals of their respective organizations, they do not talk much positive about their organizations to defend them, they rarely try to put a stop to rumors or any kind of misunderstanding exist in their organizations, most of the employees just perform their assigned responsibilities and do not think for the betterment

of their organizations, they do not feel concerned about the mistakes made by employees and also lacking in higher association and loyalty with their organizations. However, some what they feel proud to be the employees of the organizations to which they belong.

### RECOMMENDATIONS

On the basis of the above identified inadequacies relevant to the aspect of loyalty and prevailing employeeship culture, it is strongly recommended that:

- The State Bank of India, Coal India Limited and APL Apollo Tubes are required to concentrate on the implementation of much focused managerial techniques like- open information system, strengthening team spirit, higher level of delegation and decentralization of authority to motivate the employees for greater participation in taking challenging decisions to make their organizations more innovative to compete with the competitors not only at local rather at global level.
- For the greater commitment, these organizations must create a sense of belongingness among their employees, recognition should be given to the employees for their enriched contribution to the organization and an overall positive environment needs to be maintained where people can feel and talk positive about the organization for the successful execution of employeeship culture.
- Apart this, the most important aspect to make the employees loyal is that, the top management must demonstrate the highest level of loyalty towards their organizations so that the employees at various levels may follow them. Lastly, these organizations should consider all the indicators included in the loyalty measurement scale as important constructs to strengthen the employees' loyalty and consequently the employeeship culture.

### CONCLUSION

Thus, from the above statistical observations it could be underlined that except State Bank of India, Coal India Limited and APL Apollo Tubes, the respondents of all other organizations are committed and loyal towards their respective organizations. Specifically, the Employees of Tata Consultancy Services have the highest level of loyalty along with the employees of Bank of America, Royal Bank of Scotland and HDFC Bank. The obtained results also proved that employee loyalty and prevalent employeeship culture are positively associated to each other.

Undoubtedly, the study has been conducted under a set of varied limitations, however, its observations could be of meaningful use for the corporate sector to strengthen the key result areas and employeeship culture by making employees loyal to their organizations. Like-wise the findings of the study shall be of interest to the academics and researchers to carry out further research studies on the concepts of employees

loyalty, loyalty conflicts and to find out some more viable mechanism to enhance the level of loyalty amongst the employees for the organizational success.

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