

Antecedents of Employee Loyalty in Educational Setting: An Empirical Study

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ABSTRACT

No studies have been conducted to link three variables of work values, internal marketing, and job satisfaction in predicting employee loyalty. Therefore, this research aims to fulfill the gap by developing a model that include work values, internal marketing, and job satisfaction in assessing employee loyalty in educational context. This research apply a judgmental sampling with the sample size of 200 lecturers from a private universities in Tangerang. Structural equation modeling was applied in testing the research hypotheses. The results showed that there is one out of three hypotheses that was not supported. That hypothesis is the relationship between internal marketing and job satisfaction.

SARI PATI

Belum ada penelitian yang dilakukan untuk menghubungkan ketiga variabel nilai kerja, pemasaran internal, dan kepuasan kerja dalam memprediksi loyalitas karyawan. Oleh karena itu, penelitian ini bertujuan untuk memenuhi kesenjangan tersebut dengan mengembangkan model yang meliputi nilai pekerja, pemasaran internal, dan kepuasan kerja dalam menilai loyalitas karyawan dalam konteks pendidikan. Studi ini menggunakan judgmental sampling dengan ukuran sampel yang meliputi 200 dosen dari sebuah universitas swasta di Tangerang. Pemodelan persamaan struktural digunakan dalam pengujian hipotesis penelitian. Hasilnya menunjukkan bahwa ada satu dari tiga hipotesis yang tidak didukung. Hipotesis tersebut adalah hubungan antara pemasaran internal dan kepuasan kerja.

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INTRODUCTION

Employee loyalty has been attracted to many scholars since its influence to companies' growth, productivity of the business, and performance. Employee plays a central role in attracting, building and maintaining relationships with customers. Salary factor was affect employee loyalty, based on the survey held by JobStreet to employees in Asia countries (Herlinda, 2017). But according to Forbes, 79 percent of employee left their employee due to lack of appreciation (Herlinda, 2017). According to study held by Delloitte stated that employee is not an employee only, they are company's customer and patners, organizations should create an organization culture that inspired the employee to stay or become loyalty (Herlinda, 2017). Based on description above, there are many factors that could make an employee become loyal. So, it is important for an organization to develop some system or policies to make and keep the employee become loyal. Top management of the organizations develops work system, benefit packages, training programmes, performance appraisals to developing loyal employee (Abdullah et al., 2009). But most of the company are still unsuccessful to satisfy their employees and attain their loyalty because they do not know about what factors that help in getting employee loyalty (Hussain, 2012). This study will help these organizations to identify the factors those help them in gaining the loyalty of their employees and also the association of employees satisfaction and employees loyalty.

There are many previous research that investigated the link between job satisfaction and employee loyalty (Hwang & Wang, 2013; Khuong & Tien, 2013; Shah et al., 2012). Some factors that influence the job satisfaction, such as internal marketing (Bailey, Albassami, & Al-Meshal, 2016; Dahl & Peltier, 2014), supervisor support (Charoensukmongkol, Moqbel, & Wirsching, 2016), rewards (Mustapha, 2013; Seijaaka & Kaawaase, 2014; Westover & Taylor, 2010), work values (Ravari, Hejazi, Ebadi, Mirzaei, & Oshvandi, 2012; Yahyagil, 2015) and others. This

research emphasis on internal marketing and work values, which represent internal and external side of employee in explaining job satisfaction.

Table 1 show previous studies on the relationship between internal marketing, work value, job satisfaction and employee loyalty. From the table 1, we could see that there is no previous research that investigated the correlation between internal marketing, work values, job satisfaction and employe loyalty. Therefore, this study aims to fill that gap by developing a model that consists of those four variables. These four variables are chosen to describe a phenomenon by limited variable to fulfill parsimony criteria scientific research (McBurney & White, 2009; Sekaran, Bougie, & Ivonne, 2013).

Three research questions are considered in this study:

1. Does internal marketing positively impact on lecturers' job satisfaction?
2. Does work values positively impact on lecturers' job satisfaction?
3. Does lecturers' job satisfaction positively impact on employee loyalty?

Literature Review

Job Satisfaction

The concept of job satisfaction was introduced by Landsberger with the Hawthorne effect (Khuong & Tien, 2013). Job satisfaction is one crucial element that influences positive employee behavior (Arnett, Laverie, & McLane, 2002). Job satisfaction is related with employee's behavior, which is the higher the job satisfaction is the better the employee's behavior is (Robbins, 1996). For organization to have satisfied customer, the firm must also have satisfied employees(Rafiq & Ahmed, 2000). Togia et al. (2004) has defined job satisfaction as the extent to which employee's need are satisfied in a job. According to Coomber & Louise Barriball (2007), work environment, co-workers, supervisors, salary and organization factors can affect job satisfaction. But according

Table 1. Research on work values, internal marketing, job satisfaction, and employee loyalty

Researcher(s) (year)	Internal Marketing	Work Values	Employee Satisfaction	Employee Loyalty
Kanyurhi & Akonkwa (2016)	X		X	
Bailey et al. (2016)	X		X	
Kim & Cho (2016)			X	X
Edo et al. (2015)	X		X	
Dahl & Peltier (2014)	X		X	X
Gounaris (2008)	X		X	
Iliopoulos & Priporas, (2011)	X		X	
Hegney et al. (2006)	X		X	
Ahmad & Al-Borie (2012)	X		X	
Al-Hawary et al. (2013)	X			
Hwang & Chi (2005)	X		X	
Kameswari & Rajyalakshmi (2012)	X		X	
Peltier et al. (2008)	X		X	
Rajyalakshmi & Kameswari (2009)	X		X	
Salem (2013)	X		X	
Ravari et al. (2012)		X	X	
Yahyagil (2015)		X	X	
Mills & Blaesing (2000)		X	X	
Khuong & Tien (2013)			X	X
Hwang & Wang (2013)			X	X
Hussain (2012)			X	X
Turkyilmaz. et al (2011)			X	X

Source: summarized from researchers cited above

to Bednarska & Szczyt (2015), occupation, employment contract, pay and education level were the most important individual factors which contributed to the variations in job satisfaction.

Work Values

Values is a beliefs about desirable end behavior that transcend specific situations, guide selection or evaluation of behavior and events and ordered by relative importance (Schwartz & Bilsky, 1987:551). According to Blackwell, Miniard, & Engel (2006), personal value is defined as the “normal” behavior for an in individual. For an organization to understanding work values is crucial because these values will guides employee behavior in

their daily works. Work values shaped through the process of socialization. Individuals internalize certain values and beliefs. This process formed their moral judgment and become the launching pad of their thoughts, choices, decisions, attitude, behaviors and actions (Ravari et al., 2012:449).

According to Berings et al. (2004), job satisfaction is influenced by employee’s work-related values and its also reflect to individual’s attitudes toward overcoming obstacles for obtaining satisfaction from a profession. Tietjen & Myers (1998) stated that one way for organization to keep their employees satisfied at work is respect and recognize their values and beliefs.

H1: Work values will be positively impact to job satisfaction.

H2: Internal marketing will be positively impact to job satisfaction.

Internal Marketing

Internal Marketing comes from the concept of services marketing. Berry, Hensel, & Burke (1976) introduced the concept of internal marketing. They were viewing employees as internal customers and treat jobs as internal products. Berry (1981) has defined internal marketing is attracting, developing, motivating, and retaining qualified employees through job- products that satisfy their needs. Internal marketing should be a priority before external marketing (Kotler, 2000). Internal marketing view that employee is an organization’s primary target for marketing efforts with a fact that employees having an interaction with organization’s external publics (Bailey et al., 2016). External customer satisfaction can not be attained without the contribution of the customer - contact employees who provide the service (Rajyalakshmi & Kameswari, 2009). External relationship between employee and customer cannot be effective if there is no internal relationship and it’s contributes to the success in external market (Hesket, Jones, Loveman, Sasser, & Schlesinger, 1994). Internal marketing enhance the productivity of the employees and improves customer’s satisfaction which in the end will increase company earnings (Rafiq & Ahmed, 2000).

Employee loyalty

Loyal employee can be very valuable assets to the organizations because loyal employee will take care of customers in the right way and understand what customer want and deliver it (Michlitsch, 2000). According to Wan (2012), employee loyalty is a psychological attachment or commitment to the organizations and as a result of increase satisfaction. Loyalty plays a positive role in retention of members or employee in the organization which characterized by the strong wish to continue membership of an organization (Turkyilmaz et al., 2011). A loyal employee also act as advocates to customer of the organization’s product, service and image (Preko & Adjetey, 2013).

H3: Job satisfaction will be positively related to employee loyalty.

METHODS

Sampling design and sample size. This research applied judgmental sampling with the main criteria that is respondent should at least had been a lecturer in that university for one year. The survey method was applied to collect the data. The sample size is 200 lecturers in one big private university in Tangerang.

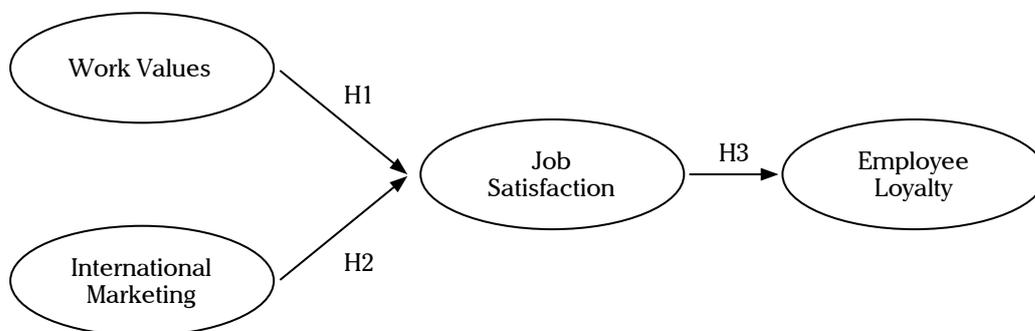


Figure 1. The Research Model
Source: Developed for this research (2017)

Measures. All indicators to measure research variables were based on previous research (see Appendix 1). Each item was rated on a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

The goodness of the data. The goodness of measures was assessed by applying reliability and validity analysis. Specifically, reliability analysis applied the Cronbach Alpha and validity analysis involved discriminant and convergent validity by assessing Pearson correlation and exploratory and confirmatory analysis.

Analysis data. Structural equation modeling (SEM) analysis was applied to construct validation and hypothesis testing. After construct validity was evidenced, hypotheses were subjected to SEM analysis by using the maximum likelihood estimation. The maximum likelihood (ML) estimation was chosen for this research because of the robustness of ML estimation against the violation of assumption of normality (Tabachnick & Fidell, 1996). Furthermore, the ML estimation applied in this research used χ^2 adjusted which termed as CMIN/DF (Steenkamp & van Trijp, 1991). There is no clear guideline about what value of CMIN/DF is minimally acceptable. Two suggestion is that the ratio is as low as 1.0 (Hair et al., 1995) and as high as 5.0 (Kelloway, 1998). The cut-off value from 1 to 5 was adopted in this research.

Another measure of absolute fit is GFI. The GFI indicates the overall degree of fit, that is, the squared residuals from prediction compared with the actual data (Hair et al., 1995). According to Hair et al. (1995), no absolute threshold acceptability levels have been established. Two recommendations are a value close to 0.90 is marginal acceptance level (Hair et al., 1995) or above 0.90 indicate satisfactory model fit (Kelloway, 1998). That is, values close to 0.90 and above were deemed acceptable in this research.

AFGI is an extension of the GFI. This index is similar

to the GFI in that the value of the measures ranges from zero to one with higher value indicating that the model fits the sample data well. Values close to 0.90 are marginal acceptance level (Hair et al., 1995) or above 0.90 indicate satisfactory model fit (Kelloway, 1998), and were applied in this research.

Another measure is the RMSEA. It expresses model fit per degree of freedom (Hair et al., 1995) In this research, RMSEA values ranging from .05 to .08 are deemed acceptable (Hair et al., 1995).

RESULTS AND DISCUSSION

Response rate. A total of 200 questionnaires were distributed to respondents. The questionnaire was a personally administered. Of those respondents, the number of valid questionnaires was 182, representing the response rate of 91 per cent.

Reliability and validity analysis. This research used the Cronbach α test to examine the reliability of the instrument. The Cronbach α results were in the range from 0.838 to 0.903, proving evidence of internal consistency of the measures (Table 1).

Having done the reliability tests, a factor analysis was run using Varimax rotation. Each scale was subjected to exploratory factor analysis loading on the dominant factor (at least 0.50) with a sum of the items in the factor explaining more than 50 per cent of the factor's variance (Table 2). Table 2 also shows that all items significantly load on their corresponding constructs, demonstrating adequate convergent validity. Furthermore, based on Anderson & Gerbing (1988), confirmatory factor analysis (CFA) using maximum likelihood estimation procedures was performed for measure validation. Table 4 shows that the results indicate acceptable model fits.

In order to provide support for discriminant validity, Pearson product-moment correlations among the study variables were computed. For this purpose, composite scores for each dimension

Table 2. Reliability results

Variable	Cronbach Alpha	Corrected Item-Total Correlation
Work Values	0.838	
- WV3		0.817
- WV4		0.821
- WV5		0.812
- WV6		0.822
- WV7		0.831
- WV8		0.819
- WV9		0.817
- WV12		0.809
Internal Marketing	0.874	
- IM1		0.724
- IM2		0.794
- IM3		0.784
- IM4		0.626
- IM5		0.607
- IM6		0.522
Job Satisfaction	0.903	
- JS1		0.863
- JS2		0.891
- JS3		0.829
Employee Loyalty	0.843	
- EL1		0.730
- EL2		0.854
- EL3		0.745

Table 3. Exploratory factor analysis

	Component			
	1	2	3	4
IM1	0.755			
IM2	0.888			
IM3	0.887			
IM4	0.702			
IM5	0.533			
WV4				0.508
WV5				0.695
WV6				0.799
WV8				0.569
WV9				0.510
JS1		0.831		
JS2		0.720		
JS3		0.852		
EL1			0.767	
EL2			0.795	
EL3			0.760	

Table 4. Statistics descriptive and correlations

Variable	Mean	Std. Deviation	Correlations			
			1	2	3	4
Internal Marketing	3.0659	0.85504	1			
Work Values	3.0297	0.79874	0.537**	1		
Job Satisfaction	3.6905	0.74167	0.523**	0.590**	1	
Employee Loyalty	3.5421	0.74023	0.496**	0.527**	0.633**	1

** Correlation is significant at the 0.01 level

were calculated by averaging scores representing that dimension. Table 3 provides the full set of correlations among the constructs of interest in this research. The highest correlation occurred between job satisfaction and employee loyalty (0.633) and reversely, the lowest correlation was found between internal marketing and employee loyalty (0.496). The results provide support for the discriminant validity of the scale (Anderson & Gerbing, 1988).

There are stages in applying structural equation modeling analysis. The first step is the measurement model and the second step is the structural model. Specifically, the objective of measurement model testing is to measure the convergence & discriminant validity of the measure. Confirmatory factor analysis (CFA) was applied to validate the instrument. All items' loadings on their corresponding construct were significant at $p < 0.05$, that is, all CR values were above 1.96. These statistically significant of factors loading indicated that convergent validity was achieved. Table 4 shown the result from CFA that implies the good fit between the covariances from the data and the CFA model (CMIN/DF = 2.548, GFI = 0.855, AGFI = 0.798, RMSEA = 0.092). The

table also indicates that all standardized regression weights are significant.

Having done with the measurement model, the structural model was examined to assess research hypotheses. Table 5 shows the path between variables (CMIN/DF = 2.555, GFI = 0.850, AGFI = 0.796, RMSEA = 0.093).

Based on the hypotheses testing analysis, there is one out of three hypotheses that was rejected. Hypothesis 1 proposed that there is a positive relationship between work values and job satisfaction. The result of this hypothesis (CR= 5.556) is supported. The second hypothesis proposed that there is a positive relationship between internal marketing and job satisfaction. This hypothesis (CR = 1.911) is not supported. Hypothesis 3 proposed that there is a positive relationship between job satisfaction and employee loyalty. The result of this hypothesis (CR = 9.808) is supported.

Discussion

This research aims to examine the relationship between work values, internal marketing job satisfaction and employee loyalty. The results

Table 5. Confirmatory factor analysis

	Standardized Regression Weight	C.R.
IM1 ← IM	0.737	
IM2 ← IM	0.937	12.906
IM3 ← IM	0.924	12.771
IM4 ← IM	0.640	8.602
IM5 ← IM	0.573	7.661
WV4 ← WV	0.607	
WV5 ← WV	0.679	6.959
WV6 ← WV	0.636	6.647
WV8 ← WV	0.623	6.551
WV9 ← WV	0.654	6.778
JS1 ← JS	0.858	
JS2 ← JS	0.862	14.724
JS3 ← JS	0.895	15.540
EL1 ← EL	0.868	
EL2 ← EL	0.673	9.838
EL3 ← EL	0.864	13.377

Table 6. Hypotheses testing

Hypothesis	Standardized Regression Weight	Critical Ratio	P value	Conclusion
JS \leftarrow WV	0.638	5.556	***	supported
JS \leftarrow IM	0.159	1.911	0.056	Not Supported
EL \leftarrow JS	0.748	9.808	***	Supported

show that one hypothesis that predicts the relationship between internal marketing and job satisfaction was not supported. This unsupported hypothesis can be explained as follow. Internal marketing treats employee as internal customer. However, the results show that the mean of internal marketing indicators was 3.0659 which can be described as lecturers feel neutral toward internal marketing indicators such as the university foundation that treat lecturers as its customers. In other words it can be also stated that lecturers feel the foundation does not treat them as customers but employees.

MANAGERIAL IMPLICATIONS

The results of this study indicate that Internal marketing is not the most important variables in increasing employee satisfaction. But it does not make internal marketing a bad thing to do. It could be at this time employees assume that internal marketing is not a dominant thing. However, the development and needs of employees are always dynamic, so the companies should keep and pay attention to implement of internal marketing within the company.

Work value is the most important variable in increasing satisfaction. Therefore the decision makers must establish the right work value in the company in order to increase employee satisfaction. The decision makers in this University should enhance work value especially in terms of giving employees the opportunity to make their

own decisions and allow the employees to have enough time for leisure activities. Besides that, the employer also should give a life balance between working time and family time to the lecturers and also the company should review its employee salary scheme to fit the cost of living.

Job satisfaction is the important variable in influencing employee's loyalty. Companies must maintain and improve employee's satisfaction so they remain loyal and retain in the company, and by employee's loyalty, it also can contribute to the company to compete with other competitors.

CONCLUSION

The aim of this research is to test the relationship among internal marketing, work values, job satisfaction, and employee loyalty. The results showed there is significant relationship between lecturers' work values and job satisfaction. The relationship between job satisfaction and employee loyalty is also significant. However, internal marketing was found not significantly related with job satisfaction.

There are two main limitations of this study. First, this research tests the fit of the model within a single university. Thus, the results of this study were limited to this sample. Furthermore, generalization cannot be made to Indonesian lecturers. In relating with this, further research should attempt to replicate this research to a wide array of settings and populations.

Second, this research applied cross-sectional survey data to test the hypotheses. On the other hand, cross-sectional survey data reflects that respondents are recorded only one time.

Therefore, the results only infer the temporal relationship between variables and not the causality among variables. Thus, it is recommended that future studies utilize a longitudinal study. ■

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