

# FACTORS IMPACTING ON EMPLOYEE'S LOYALTY IN TRANSIMEX CORPORATION

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## ABSTRACT

Logistics is seen as part of supply chain operations. A supply chain is a network of businesses that work together to sell goods and services. The logistics role also includes storage, storing, packing, rotating, and handling damaged commodities in addition to forwarding and travel (Bukova et al., 2018). The primary goal of the study is to identify the key variables that affect the loyalty of workers in Vietnamese logistics companies. The purpose of this study is to identify the factors that encourage Transimex Corporation workers to continue working at the company. A total of 244 people, comprising 148 employees and 96 managers in various positions, had completed the survey.

This study used both qualitative and quantitative methods to assess the theoretical model. The results demonstrated that the characteristics that most positively impacted employee loyalty were employee happiness, logistics staff quality, empowerment, and promotion. This study also found that the logistics company growth strategy and individual development plan had no effect on employee loyalty. Finally, in an attempt to raise employee engagement in logistics companies, the management implications of this study were presented. Also, the research aims to propose human resource management solutions applied to Transimex and other businesses of the same size and type of business as Transimex.

*Keywords: empowerment, promotion, individual development plan, logistics, human resource solutions*

## 1. INTRODUCTION

Nowadays, a company's most important assets are its workforce. Each employee's degree, career history, work ethic, and educational background might affect cultivation. One method that a company, particularly a government agency, may utilize to boost worker productivity is a promotion system.

Firstly, work-life balance is best achieved when employees feel that their jobs are significant, relevant, demanding, engaging, and offer possibilities for professional progress. Furthermore, people are more likely to want to stay on the job if they have opportunities to grow in their jobs, supportive coworkers, and well-treated supervisors when given the chance to employ their unique skills and abilities at work (Armstrong & Taylor, 2014).

Another point worth mentioning is that worker work satisfaction is important in the service sector (Clark et al., 2008). According to (Sharpley & Forster, 2003), Richardson (2010), (Chan & Hawkins, 2010), Moutinho (1987), Lam et al. (2002), Yang (2010), it seeks to make clear how HRM performs its duties.

In contemporary economics, most people's tendency for stable work has not been completely disproved, despite being a widely held and accepted concept. According to (Sicherman & Galor's, 1990) "career theory," the best way for an individual to maximize the returns on their education, training, and experience is to be promoted

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to a higher-paying job, whether inside or outside the organization. Since this opinion was expressed by an employee rather than an employer, it was a little out of the ordinary.

Consequently, research on employee loyalty in organizations—particularly in the logistics sector—has a significant impact on the management strategies of businesses going forward. The company may design more appropriate development routes for itself in light of study results derived from direct replies from firm staff.

Therefore, the following research questions are provided:

Research question 1: Which factors impact employee loyalty in logistics business?

Research question 2: What is the level of employee loyalty impacting logistics business management?

Research question 3: What are the management implications of enhancing employee loyalty in logistics business?

A two-step process was used to respond to the research questions that were raised above.

Step 1: Using the keywords "the impact of individual development plan on employee's loyalty, the impact of individual development plan on employee satisfaction, the impact of employee plan on employee's loyalty, the impact of employee engagement on logistics business development,..." and "the definition of individual development plan, the definition of employee's loyalty, the definition of employee satisfaction, the definition of logistics business development,...", pertinent articles were found using database platforms such as Google Scholar, Natural Library of Medicine, Science Direct, etc. Globally, a large number of research that specifically addressed these challenges were carried out.

Step 2: Using the existing articles, elements were analyzed and constructed as an analytical framework.

In order to test the hypotheses, an online survey comprising a set of questions was created and distributed via email and social media platforms. The survey and in-person interviews were conducted from March to June 2024 with employees of both Transimex and other logistics companies.

Following that, testing findings, EFA exploratory factor analysis, reliability evaluation of the Cronbach's Alpha scale, and descriptive statistics were conducted using both qualitative and quantitative research methodologies. One-way ANOVA analysis of nominal scales together with other statistical techniques was used to generate findings and provide managerial implications for improving the performance of marine logistics service providers.

## 2. LITERATURE REVIEW

### 2.1. Individual development plan

Choice of career and personal career designing is a responsible process, which has a crucial influence on the quality of an individual's life, his or her future visions, and professional self-realization (Vilhjálmsdóttir and Arnkelsson (2013); Bubnys and Žydžinaitė, 2008)

The notion of "new career paths" has since surfaced (Mallon, 1998, p. 363), predicated on the idea that a person's employability and job stability are rooted in their own portfolio of transferable skills and personal employability rather than in an organization. It is now obvious that a self-directed career is one in which the individual controls their own professional path instead of the organization (Arthur et al., 1999); Ladkin and Riley (1996). It is widely acknowledged that a person may pursue several distinct occupations over their working years. Building human capital requires acquiring core competencies, skills, professional expertise, and a variety of techniques for career planning and growth (Parker and Arthur, 2000; Arthur et al., 1999, p. 122; Van Heijden, 2002, MC Cabe, 2008).

The modern organizational career environment is continually evolving, and in order to stay relevant, a person's career should be developed through side and lateral moves in addition to developing out from core employment. According to Van Heijden (2001), career mobility may also help someone become more employable and develop a network of contacts both inside and outside of the company. There is proof that a person must be proactive, and adaptable, and assure the development and upkeep of a variety of fundamental skills and competencies in addition to professional experience while planning and developing their career. Furthermore, it is believed that career planning and development plans should take into account elements like a person's reputation, extensive

network of connections, and the advantages of having a mentor (MC Cabe, 2008).

Regarding the tactics people utilize for personal career planning and development, the findings show that people employ a variety of approaches to advance their careers and maintain their marketability. These cover tactics that deal with utilizing the internal and external environments, like networking and other related support systems (e.g., "regularly scanning of job adverts–newspapers and internet"; "recognizing chance opportunities in the market"; "keeping informed of opportunities through colleagues and internal bulletins"). According to Horrigan et al. (1996, p. 37), support networks are a vital tool for a person's employment and professional success as well as an essential component of a career's growth (MC Cabe, 2008).

## **2.2. Empowerment**

Empowerment is related to granting employees power to recommend or make decisions that influence the firm's direction and performance (Cunningham, Hayman, & Baldry, 1996; Salazar, Pfaffenberg, & Salazar, 2006). It is also concerned with employees' belief in good performance and their capability to perform well, as empowerment is highly relevant in the service industry (Bowen & Lawler, 1995; Hechanova, Alampay, & Franco, 2006). More importantly, empowerment influences employee job satisfaction, as indicated by Bowen and Lawler (1995): empowerment helps employees recover from service problems and potentially delights customers by meeting or exceeding their expectations. A study carried out by Kim, Shin, and Umbreit (2007) found that employee empowerment is an important aspect of hospitality operations as many frontline services require prompt action in response to guests' wants, in turn creating customer satisfaction and delight (Torres & Kline, 2006).

Empowerment and involvement in the company's decision-making process are highly regarded among middle management as well as lower-level employees. Moreover, role models represent a fundamental driver for employees' commitment and loyalty toward the studied company. Managers should, therefore, provide concrete employees success stories that can reinforce other employees' loyalty (Yassine Aljaji et al., 2016).

Empowerment is an "active work orientation where an individual wishes and feels able to shape his/her work role and context (Spreitzer, 1995, p.1444)." In the context of service provision, empowering involves delegating authority to the lowest level in an organization where a competent decision can be made (Spreitzer, 1996) by authorizing lower-level employees "to give the customer priority over other issues in the operation" (Ganzel & Lee, 1998 p.19). Employee empowerment influences a variety of work-related factors (Kirkman & Rosen, 1999), but empowerment's role in service provision requires further evaluation.

Rewards policy is one of the factors that substantially motivate qualified employees to be loyal to the company. Responses to the survey question "the most important reward item for choosing a job" show that 36.9% of employees choose salary, and 32% choose promotion. The outcomes suggest that about 70% of employees of this company believe salary and opportunity of promotion do matter in the light of their satisfaction with their jobs. The knowledge resulting from this outcome might be helpful for the company to consider keeping valuable employees by providing them with attractive salaries and a growing career path (Yingzi Xu et al., 2008).

## **2.3. Promotion**

Any organization's foundation for fostering business growth and development is its human resource base. It is impossible to improve the firm without a strong staff. Consequently, a strong staff is the foundation of any organization. According to a set of standards established by the human resources department, promotion is an achievement that employees inside a company aspire to (H. H. Lai, 2012). Organizations regard employee promotion as a means of selecting qualified candidates from a variety of jobs and offering them new roles that come with more responsibilities, pay, and titles. By taking this action, their value to the company might increase. Therefore, the "outcome" and "validity" of employee promotions are critical to the growth and success of a business.

Employee promotion is the process by which an employee moves up the ranks and titles. Salary, responsibility, prestige, and perks all increase as a result. There exist four distinct categories of promotions:

Horizontal promotion: In this kind, workers' pay rises but their tasks remain the same or slightly altered. The promotion of a teacher from lecturer to senior lecturer is an example of this form of promotion in the educational sector (L. Lipych, et al., 2018).

Vertical promotion: In this kind, the worker modifies and enhances his knowledge and expertise. Salary, title, responsibilities, and perks are all altered by this kind. The elevation of a marketing supervisor to a marketing manager is one instance of this kind. Furthermore, the kind of job may vary in this category. According to S. Feng et al. (2017), it may go from functional head to chief executive, for instance (both positions are completely different).

Dry promotion: The worst kind of reputation belongs to this kind of advertising. Under this arrangement, the employee's responsibilities and obligations grow without affecting their benefits.

Open/closed promotion: The eligibility requirements for the post are denoted by these two words. An open promotion is one in which anybody inside the organization is welcome to apply for the role at no cost. A closed promotion, on the other hand, would only accept applications from a selected list of workers (M. Alawamleh et al., 2018).

#### **2.4. Logistics employee's quality**

Young, vibrant, courageous, and eager to take on challenges and risks, the exceptional human resources of the logistics services industry are a result of its recent expansion (Wang et al., 2018). If they obtain appropriate and systematic training, young people have a great deal of potential in the employment market. Vietnam's youthful population provides an abundance of inexpensive human resources (Nguyen, 2019). Businesses in the logistics industry must concentrate on maximizing this advantage and spreading awareness of it broadly. Supply chain management and logistics are two of the most helpful technologies to assist businesses combine numerous phases inside or across organizations as the Industrial Revolution 4.0 spreads throughout Vietnam (Chen, Tabssum & Nguyen, 2019). All kinds of companies operating in a variety of economic sectors can benefit from supply chain management and logistics (Tham & Chiadamrong, 2016). Accordingly, logistics are essential to economic expansion (Hoang & Pham, 2019).

Vietnam's logistics service industry has to create top-tier human resources with regard to skills, professional knowledge, and specialist English language fluency given the intense competition in the global integration market. Vietnam's logistics industry currently lacks an adequate number of competent human resources, nonetheless. Excluding shipping corporations, land, sea, air, courier services, and ports, the Vietnam Logistics Research and Development Institute performed research in 2017 that estimates the number of logistics-related enterprises in the nation to be around 3000, with an average of 20 people per company. Annual human growth is around 7.5%.

This workforce rise is thought to be slower than the industry average growth of 15% to 20% per year for the logistics services sector. Technology utilization and enhanced managerial performance are two examples of this human progress. 117,532 persons will require training if the 7.5% growth rate for the period of 2016–30 stays true. Over 200 people are employed by the shipping firms, land, sea, and air businesses, courier services, ports, and freight terminals combined. Each firm employs 400 people on average, with a 50% training rate and a 5% annual growth rate. Consequently, at least 100,000 extra workers will require training over the course of the next 15 years.

Consequently, throughout a 15-year period, almost 200,000 employees will need to receive training (Nguyen, 2019). However, the labor pool is now only able to meet around 40% of Vietnam's demand for logistical services. Vietnam's logistics service sector currently lacks highly competent human resources, especially when it comes to professional knowledge, specific English fluency, and skill sets. Most workers in this field don't have enough training. Thus, in addition to the "bleeding" of human resources to companies that rely on foreign investment, firms also need to invest a substantial amount of time and resources in retraining domestic staff (Hoang Phuong Nguyen, 2020).

#### **2.5. Logistics business development strategy**

Logistics, the art of managing complex operations and moving goods, developed as a modern military discipline. Codified in Napoleonic times, it turned into a civilian and commercial endeavor, and a managerial science, after WW II (Cowen, 2014; Pettit & Beresford, 2005). The process of planning, implementing, and controlling the efficient, cost-effective flow and storage

of goods and materials, as well as related information, from the point of origin to the point of consumption for the purpose of alleviating the suffering of vulnerable people. The function encompasses a range of activities, including preparedness, planning, procurement, transport, warehousing, tracking and tracing, and customs clearance (Thomas & Kopczak, 2005: 2, see also Thomas, 2004).

The ability to master technology (Basset, M.A. et al., 2018); possess excellent human resources (managers and workers); be highly creative and motivated; have a high level of efficiency and productivity in the production process; produce high-quality goods (Latifah, L. et al., 2020); have effective management systems and organizational structures; be highly entrepreneurial; have a broad understanding of the products and the business environment (economic, social, political, etc.); and be able to withstand fierce competition in the global market (Ida Farida et al., 2022; Chen, D.-C et al, 2021).

In order for a corporation to attain virtuoso performance, business strategies are crucial (Latifah, L. et al., 2020). The goal of business strategies is to increase a company's ability to compete for its goods and services in a certain market or industry (Türkes, M.C. et al., 2020). The company's goods can perform better through a competitive stance, leading to superior outcomes. In order to become market leaders by putting their long-term plans and goals into practice, businesses may also benefit from having a stronger business strategy by being able to generate new ideas, seize opportunities to enter the market and undertake experiments—all while managing risk. (Hadda, H et al., 2022). Corporate strategies and business strategies are not the same. At the corporate level, the goal of this strategy is to make the company's goods and services more competitive in particular market niches (Ida Farida et al., 2022; Lamb, P et al, 2022).

By putting the company's business procedures into practice, a sound business strategy may enhance organizational performance (Sok, P. et al., 2016). Product innovation and market effectiveness are given higher weight in organizations that use a prospector approach (Yuan, Y et al., 2020). To create cutting-edge products, the firm concentrates on product research. Prospector strategy-focused businesses will keep trying to become industry leaders or main innovators (Ida Farida et al., 2022).

Different strategy models may have varied implications, and companies that adopt analyzer and prospector strategies tend to be in better financial health (Dalwai and Salehi, 2021). Firms with a proactive strategy tend to perform better than those with a defensive strategy (defender and reactor) because they can take advantage of more opportunities available in the market (Sofik et al., 2023; Pleshko and Heiens, 2011).

Studies suggest a positive relationship exists between a firm's business strategy and performance (Anwar and Hasnu, 2016). The Miles and Snow typology posits that all four strategies (prospector, analyzer, defender, and reactor) have similar effects (Sofik et al., 2023). A business plan, also known as a competitive strategy, is often created at the divisional level and focuses on enhancing a company's product or service's competitive position within the particular market or industry that the division serves. Increasing earnings from the manufacture and distribution of goods and services may be the main goal of the division's business plan. To accomplish divisional goals, business plans should incorporate a variety of functional activities (Sofik et al., 2023).

Logistics firms are the backbone of many other sectors, keeping things going in the right way and on time. Without an appropriate internal communication system in place, workers are at risk of feeling isolated, which can reduce efficiency and income. Disconnected and frustrated workers are one of the weakest links in the supply chain. Lean logistics<sup>1</sup> is about building efficiencies, which is just what employee loyalty is all about. The effects of the workers engaged (decreased turnover, improved efficiency, and like) are what you would like to see in a lean logistic environment (Rachit Gagg et al., 2021).

## 2.6. Employee satisfaction

Employee satisfaction is a necessary component of their loyalty, which is very important to be relegated to a sub-section within an internal process since it has a large influence on service quality and company performance as well (Ivana et al., 2018).

There is an immense amount of literature on employee job satisfaction, and as a result, there are several definitions. Locke (1969) first defined employee job satisfaction as the pleasurable emotional state resulting from the evaluation of one's job. Other researchers conceptualized job satisfaction as an individual's response to his work conditions (Camp, 1994), and to what degree an employee feels positively or negatively about different facets of her job (Currivan, 2000; Schermerhorn, 1996). In general, job satisfaction is an employee's overall attitude toward his job (Robbins and Coutler, 1996). If an employee is happy in her job, she is less likely to leave, which reduces turnover (Lambert, Hogan, & Barton, 2001). One of the key determinants of employee job satisfaction is loyalty (Borzaga & Tortia, 2006).

Employee satisfaction has received considerable attention in the last few years. Many companies invest considerable amounts of resources in programs to monitor and increase employee satisfaction (e.g. Heskett et al., 1997). It is assumed that employee satisfaction leads to motivated and committed employees, to more effective and efficient work, and in turn to higher process and product quality (Eskildsen & Dahlgaard, 2000). Ultimately, employee satisfaction is expected to lead to higher customer satisfaction (e.g. Homburg & Stock, 2004), which directly impacts firm performance (Anderson et al., 1994, 2004; Eklof et al., 1999; Matzler et al., 2005b). Especially in the service industry, a number of studies found a positive relationship between employee satisfaction, customer satisfaction, and company performance.

## 2.7. Employee loyalty

New green supply chain techniques depend on an organization's culture and workforce participation (Elzarka, 2020). There is an urgent need to develop tailored, individualized solutions for the management of the growing diversity of workers, including varying perceptual, cognitive, and physical skills (Sgarbossa et al., 2020). Staff members must be eager and involved if ongoing progress is required, and this is what commitment is all about. Employee engagement ensures that lean logistics are properly fed by the workforce. The benefits of employee loyalty in the supply chain frequently increase the shipment chain's effectiveness and productivity. Since disgruntled employees usually feel underappreciated, outdated, and underequipped, it plays a big role in employee turnover (Rachit Gagg et al., 2021).

Research indicates that about 14 to 30 percent of employees are actively participating at work (Welbourne, 2007). The largest issue confronting businesses today is keeping talented workers motivated; retaining them within the company is not as difficult. Throughout their professional journey, management must win over their hearts and minds. Today's dynamic market has shown that employee loyalty is a critical success factor for businesses. Furthermore, a logistics company's ability to engage its workforce may be a critical component (Rachit Gagg et al., 2021).

Devoted workers are able to go above and beyond what is expected of them, and they are highly correlated with innovative behaviors in logistics businesses. It has an organizational culture that encourages creativity and lowers obstacles to communication for staff members. The tighter the bond between employees, the more engaged they are. Stated differently, there is a clear correlation between an employee's level of involvement and the closeness of their connection. Employee retention and loyalty in the logistics company can be significantly impacted by an employee's loyalty. Since both relate to the workers, the working environment, pay, and benefits, job satisfaction, and employee engagement are frequently used interchangeably (Rachit Gagg et al., 2021).

Employee productivity, organizational advancement, and financial efficiency are all influenced by engagement (Saks, 2006; Shanmugam and Krishnaveni, 2012). According to Kahn (1990), engagement is the state in which workers are physically and mentally present in their organizational position. Employee loyalty, according to Truss et al. (2006), is a labor passion. Bailey et al. (2020) established five primary components that need to be studied in order to determine and calculate an employee's loyalty: overall engagement, cognitive engagement, emotional engagement, physical engagement, and advocacy.

In a different research, Zigarmi et al. defined employee work passion as follows: the definition of employee work passion is that it comes from regular cognitive and emotional assessments of various work and organizational conditions (Rachit Gagg et al., 2021). Enhancing a company's and its stakeholders' credibility is mostly dependent on engagement. A logistics organization's procurement performance is influenced by a number of factors, including connections, organizational culture, innovation, communication hurdles, and conflict resolution skills (Kar and Pani, 2014; Rachit Gagg et al., 2021).

According to Schaufeli and Bakker (2004), engagement is a positive and contented mentality associated with work that demonstrates a strong sense of strength, determination, and absorption. Employee loyalty or affective commitment at work is determined by their emotive and mental attachment to the company (Baumruk, 2004; Richman, 2006; Shaw, 2005; Rachit Gagg et al., 2021).

Employee's loyalty also reduces turnover (Borzaga & Tortia, 2006). Loyalty describes an employee's faithfulness to an organization, but may not translate into an emotional attachment to the organization (Niehoff, Moremann, Blakely, & Fuller, 2001). Loyalty is about demonstrating pride in an organization and being willing to defend the organization against criticism. Loyalty also includes not complaining about the organization (Niehoff, et al., 2001). According to Eskildsen & Nussler (2000), employee's loyalty measures to what degree an employee takes personal responsibility for their work, and how likely they are to look for another job. This latter component is also a measure of an employee's organizational commitment.

Based on the ideas previously given, a model of hypotheses is built for the investigation:

- H1:** The impact of individual impacts on employee loyalty
- H2:** The influence of empowerment on employee loyalty
- H3:** The effect of promotion on employee loyalty
- H4:** The importance of logistics employee's quality on employee loyalty
- H5:** The concern of logistics business development strategy on employee loyalty
- H6:** The relationship between employee satisfaction and employee loyalty

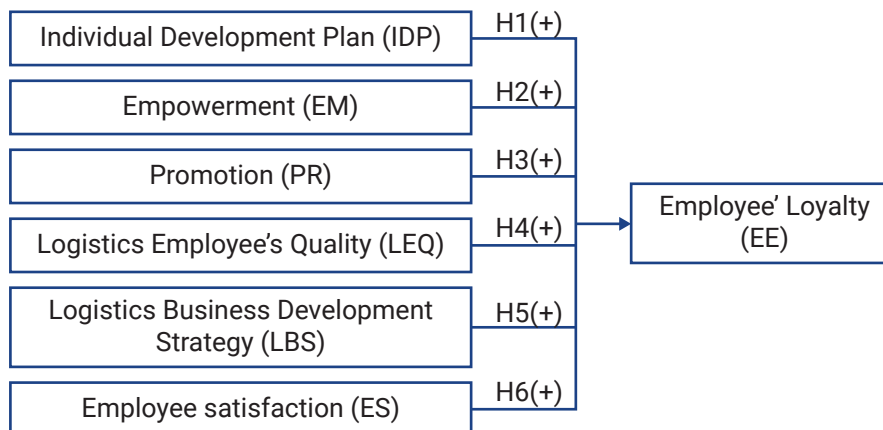


Figure 1: Empirical model

Source: (Ivana et al., 2018; Rachit Gagg et al., 2021; Sofik et al., 2023)

### 3. RESEARCH METHOD

A combination of quantitative and qualitative survey methods was employed in this study to measure and gather data. In order to develop research hypotheses, a preliminary research model, and synthesize scales related to the model's variables, the qualitative research technique is implemented. It is founded on theoretical underpinnings and a summary of prior research. Traditional scientific research methods such as the quantitative research technique are carried out by surveying workers of Transimex Corporation and other logistics enterprises in Vietnam. General theory served as the foundation for the survey questions, which were then scaled to fit the modern corporate environment. This study's sampling strategy is a non-probability convenience approach. A Google Form survey form with questions graded on a 5-point Likert scale is used to collect the data. After that, data will be input into SPSS 29 in order to do a reliability analysis: To test for differences in demographic parameters, analyze the reliability of the scale using Cronbach's Alpha, exploratory factor analysis (EFA), Pearson correlation, SEM model analysis, and ANOVA analysis.

(Hair et al.,2006) also said that the number of samples suitable for conducting multivariable regression analysis is also 5 times the number of observed variables. The needed minimum sample size for multiple regression analysis is  $n \geq 50 + 8p$ , where  $p$  is the number of independent variables in the model and  $n$  is the minimum sample size (Nguyen Dinh Tho, 2013). Thus, the proposed research model has 6 independent variables, 1 dependent variable, and a total of 30 observed measurement variables: If calculated according to the rule  $n \geq 50 + 8p$ , the minimum sample size will be  $50 + 8 \times 7 = 106$  observations. Drawing from the aforementioned methods, we determine that a sample size of 150 is sufficient to cover the whole of the study. Additionally, we choose a larger sample size than the minimum to account for survey-related loss. techniques for analyzing quantitative data and required testing. Seven of the 244 survey samples were removed for the following reasons, it was found during the survey's execution and analysis of the original survey data: There are 244 survey samples because survey respondents only selected one response, left blanks in their replies, or did not complete enough surveys since these characteristics clash with the model's analytical conclusions when processing draft data.

Details of the scales after reliability testing and exploratory factor analysis are as follows:

- Individual development plan (IDP): 5 observed variables
- Empowerment (EM): 5 observed variables
- Promotion (PR): 5 observed variables
- Logistics employee's quality (LEQ): 5 observed variables
- Logistics business development strategy (LBS): 5 observed variables
- Employee satisfaction (ES): 5 observed variables
- Employee's loyalty (EE): 5 observed variables
- Survey data were cleaned before analysis using SPSS 29 software.

Regression analysis is a statistical approach that looks at the relationship between one variable (also called the explained or dependent variable) and one or more other variables (sometimes called the independent or explanatory variables).

The regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_i X_i$$

Y: Dependent variables

$X_i$ : Independent variables

$\beta_0$ : Constant

$\beta_i$ : Regression coefficients

$\alpha$ : Standard error

Use linear regression analysis to ascertain the extent to which independent factors impact the dependent variable. After that, assess the model's suitability, build a multiple regression model, and test the theories. There is an unbreakable relationship between the research hypotheses and the acceptance and interpretation of regression data.

## 4. RESULTS AND DISCUSSIONS

### 4.1. Result

#### 4.1.1. Testing the reliability of the scale (Cronbach's alpha)

In order to quantify the internal consistency of a test or scale, Lee Cronbach created alpha in 1951. Alpha is represented as a number between 0 and 1. Internal consistency is a measure of how closely all of the test's items measure the same idea or construct, and it is thus related to how closely the test's items are related to one another. Before a test is used for study or examination, its internal consistency needs to be established in order to guarantee its validity. Furthermore, reliability estimates reflect the degree of measurement inaccuracy in an examination (Psychomerika).

Table 1 demonstrates that Cronbach's Alpha coefficients for the independent and dependent variables are more than 0.5 on all measurement scales. In addition, all six scales' measurement variables had variable-sum correlation values greater than 0.3. Therefore, all variables are qualified for the Exploratory Factor Analysis. (e.g. "see Table 1").

Table 1: Cronbach's Alpha of variables

Variable	Cronbach's alpha
Individual development plan	0.86
Empowerment	0.882
Promotion	0.873
Logistics employee's quality	0.848
Logistics business development strategy	0.848
Employee satisfaction	0.872
Employee's loyalty	0.858

Source: SPSS 29 data analyzing results

#### 4.1.2. Exploratory Factor Analysis

In the social sciences, exploratory factor analysis (EFA) is a widely used statistical method. Assessment of learning, cognition, and personality theories (Aluja, García, & García, 2004), scale validity investigation (Manos, Rachel C.; Kanter, Jonathan W.; Luo, Wen); and de-dimensionalization of a set of variables to facilitate their use in subsequent statistical analyses (Mashal & Kasirer, 2012) have all shown benefit from its application. EFA describes how variables that are directly measurable, or observable, and variables that are not measurable, or latent variables.

The following guidelines are applicable to factor analysis: The KMO coefficient has to be between 0.5 and 1, meaning that factor analysis is appropriate. The Bartlett test's significance level (Sig. < 0.05) suggests that the observed variables are correlated at the factor level. Third, the elements whose Eigenvalue is larger than 1 are retained in the research model. Fourth, the total variance obtained represents the observed variables' percentage variation.

The results of the third EFA analysis are as follows: KMO coefficient is  $0.898 \geq 0.5$ : Satisfactory. The significance level of Bartlett's Test with Sig. is  $0.000 \leq 0.05$ : Satisfactory, proving that the observed variables are correlated with each other in the factor.

Table 2: KMO and Barlett's test and EFA results for independent variables

Observed variables	Component					
	1	2	3	4	5	6
IDP2	.821					
IDP5	.801					
IDP3	.796					
IDP4	.783					
IDP1	.749					
ES2		.788				
ES3		.723				
ES4		.713				
ES5		.673				
ES1		.637				
PR2			.759			
PR1			.746			
PR3			.719			
PR5			.633			
PR4			.597			
EM2				.772		
EM1				.719		
EM4				.710		
EM5				.684		
EM3				.670		
LBS4					.853	
LBS5					.767	
LBS3					.728	
LBS2					.697	
LEQ5						.832
LEQ5						.832
LEQ1						.827
LEQ2`						.656

KMO: 0. 898; Sig. 0.000

Eigenvalue: 1.207

Total variance extracted: 70.010%

Source: SPSS 29 data analyzing results

There are no observed variables with loading coefficients less than 0.5 or observed variables that load on both factors at the same time with loading coefficients less than 0.5 or equal to 0.3, according to the findings of the third factor rotation matrix of independent variables. Consequently, the three elements that make up the scale allow for the retention of these 27 observed variables in the model.

Observed variables	Component
	1
EE2	.863
EE1	.838
EE3	.824
EE5	.770
EE4	.706
<b>KMO: 0.847; Sig. 0.000</b>	
<b>Eigenvalue: 3.218</b>	
<b>Total variance extracted: 64.351%</b>	

Source: SPSS 29 data analyzing results

Rotating the matrix is impossible because there is only one component. On the other hand, this indicates that the measured variables converge rather well, and the scale guarantees unidirectionality.

#### 4.1.3. Pearson correlation

Correlation analysis is a statistical tool for determining the strength of the relationship between two quantitative variables. A high correlation indicates that two or more variables have a strong link with one another, whereas a low correlation indicates that the variables are not really related. In other words, it is the process of determining the strength of a link using available statistical data. This technique is directly tied to linear regression analysis, which is a statistical approach for modeling the relationship between a dependent variable, called a response, and one or more explanatory or independent factors (Monica Franzese and Antonella Iuliano, 2019).

Only 27 of the original 30 observed variables that met the requirements were kept in the model to perform Pearson correlation and multiple linear regression analysis using the new encoding, according to the results of the exploratory new factors of analysis conducted with EFA as below:

- Factor observed variables individual development plan: F\_IDP
- Factor observed variables empowerment: F\_EM
- Factor observed variables promotion: F\_PR
- Factor observed variables logistics employee's quality: F\_LEQ
- Factor observed variables logistics business development strategy: F\_LBS
- Factor observed variables employee satisfaction: F\_ES
- Factor observed variables employee's loyalty: F\_EE

After performing EFA exploratory factor analysis, from the original 30 observed variables, only 27 variables that met the conditions were retained in the model to perform Pearson correlation analysis and multiple linear regression analysis (see table 3).

Table 3: Pearson Correlation

	F_IDP	F_EM	F_PR	F_LEQ	F_LBS	F_ES	F_EE
Pearson Correlation	.507**	.734**	.869**	.671**	.492**	.712**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
N	244	244	244	244	244	244	244

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 29 data analyzing results

The impact of the variables F\_IDP, F\_EM, F\_PR, F\_LEQ, F\_ES on the variable F\_EE is statistically significant because Sig. are less than 0.05, so all variables are included in the model to perform multiple linear regression analysis. The impact of the variables F\_LBS on the variable F\_EE is not statistically significant because Sig. is greater than 0.05, which means that this variable is eliminated from the model.

#### 4.1.4. Regression analyses

The results of multiple regression analysis are reviewed specifically in 3 tables: regression model summary, ANOVA test, and regression coefficient (see table 4).

Table 4: Regression Model Summary

R	R Square	Adjusted R Square	Durbin-Watson
.926a	.857	.854	1.738

Source: SPSS 29 data analyzing results

As in Table 4, R squared is 0.857. The dependent variable's change is 85.4% influenced by the independent variables F\_IDP, F\_EM, F\_PR, F\_LEQ, and F\_ES of the new components, according to the modified R squared of 0.854. Variables outside the model and random error effects account for the remaining 29.3% of the change in the dependent variable. The Durbin - Watson value, which ranges from 1 to 3, indicates that there is no correlation between the residuals, indicating that there is no autocorrelation in the model and that the quality of the data was obtained (1.738) (Hair and others, 2009).

Table 5: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.068	.116		-.584	.560		
F_IDP	.047	.025	.054	1.892	.060	.738	1.355
F_EM	.184	.033	.192	5.508	.000	.495	2.021
F_PR	.483	.033	.526	14.501	.000	.458	2.185
F_LEQ	.133	.027	.156	4.917	.000	.600	1.665
F_ES	.170	.032	.178	5.279	.000	.529	1.891
(Constant)	-.068	.116		-.584	.560		

Source: SPSS 29 data analyzing results

Factors empowerment (Sig. = 0.000;  $\beta$  = 0.192), promotion (Sig. = 0.000;  $\beta$  = 0.526), logistics employee's quality (Sig. = 0.000;  $\beta$  = 0.156) and employee satisfaction (Sig. = 0.000;  $\beta$  = 0.178) meet the conditions to participate in the multiple regression model with Sig. less than 0.05 and  $\beta$  greater than 0.

The individual development plan component (Sig. 0.000;  $\beta$  = 0.054) is eliminated from the multiple regression model as it is ineligible to be included in the model.

There is no multicollinearity problem between the independent variables because each of their VIF coefficients is less than 10.

The dependent variable F\_EE is impacted in the same manner by each of the independent variables F\_EM, F\_PR, F\_LEQ, and F\_ES that were included in the regression analysis.

In order to achieve the first objective, the author employs a standardized regression model to ascertain the significance of every aspect influencing an employee's loyalty.

- Unstandardized regression equation:

$$F_{EE} = -0.068 + 0.192F_{EM} + 0.526F_{PR} + 0.156F_{LEQ} + 0.178F_{ES}$$

- Standardized regression equation:

$$F_{EE} = -0.068 + 0.192F_{EM} + 0.526F_{PR} + 0.156F_{LEQ} + 0.178F_{ES}$$

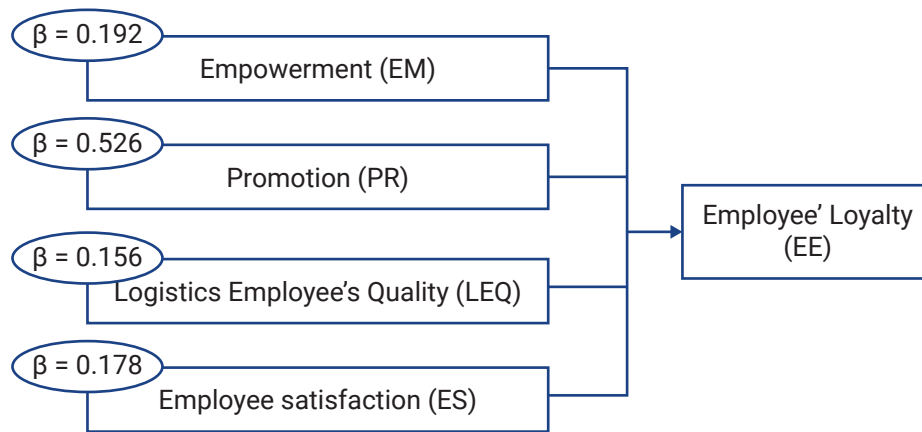
Based on the standardized Beta ( $\beta$ ) value of the independent variables, the regression coefficient analysis results for the degree of effect on the dependent variable are arranged descendingly (see Table 6)

Table 6: Statistics about the effect of dependent variables on independent variables

Independent variables	Standardized Beta ( $\beta$ )	Status
Empowerment (EM)	0.192	Impacted
Promotion (PR)	0.526	Impacted
Logistics employee's quality (LEQ)	0.156	Impacted
Employee satisfaction (ES)	0.178	Impacted
Individual development plan (IDP)		Not impacted
Logistics business's development strategy (LBS)		Not impacted

Source: SPSS 29 data analyzing results

The following table shows that of the original six hypotheses, four have been accepted: employee satisfaction (ES), promotion (PR), logistics employee's quality (LEQ), and empowerment (EM). The factors Individual development plan and Logistics business's development strategy do not affect employee loyalty, or, to put it another way, the independent variables Individual development plan and Logistics business's development strategy are not significant in the regression model. Hypotheses H1 (Individual development plan) and H5 (Logistics business's development strategy) are rejected.



**Figure 2: Research's results model**

Source: SPSS 29 data analyzing results

## 4.2. Discussion

The findings show that, with  $\beta=0.192$ , promotion ( $F_{PR}$ ) ( $\beta=0.526$ ) has the greatest effect on employees' loyalty. Employee satisfaction flexibility ( $F_{ES}$ ) ( $\beta=0.178$ ) ranks third in terms of employee loyalty, while empowerment ( $F_{EM}$ ) has the second-highest effect. The last component, logistics employee quality ( $F_{LEQ}$ ) with  $\beta=0.156$ , has the least influence on employee loyalty and affects customer satisfaction.

Based on these findings, logistics companies that want to boost employee loyalty could investigate these elements and make improvements going forward. To get the greatest outcomes, they should also give top priority to enhancing the variables that, according to study findings, have the biggest effects on employers.

## 5. CONCLUSIONS AND MANAGEMENT IMPLICATIONS

### 5.1. Conclusions

A company's ability to grow sustainably depends on its human resources. Administrators should concentrate on comprehending the elements that impact employee loyalty and then develop suitable solutions in order to be able to keep and retain individuals working in the firm. The impact of individual impacts on employee loyalty (H1), the influence of empowerment on employee loyalty (H2), the effect of promotion on employee loyalty (H3), the significance of logistics employee quality on employee loyalty (H4), the concern of logistics business development strategy on employee loyalty (H5), and the relationship between employee satisfaction and employee loyalty (H6) were the six initial hypotheses tested by the author using qualitative and quantitative methods.

To demonstrate that the scales guarantee reliability, first explain the data set and then run Cronbach's Alpha reliability tests. The EFA exploratory factor analysis comes next, and all six of the original components are present. Convergent and discriminant validity are guaranteed by the scale using the 30 initial observed variables and the subsequent observed variables. The factor Logistics business's development strategy ( $F_{LBS}$ ) was removed from the analysis of Pearson correlation, which revealed that the independent variables were associated with the dependent variable and with each other.

The individual development plan ( $F_{IDP}$ ) element should be eliminated from the model as it has no bearing on the multiple linear regression analysis. The official research model generates new hypotheses, which include the following: the employee's loyalty was impacted by the promotion factor (H3), the employee's quality factor in logistics (H4), the employee's loyalty was impacted by the empowerment factor (H2), and the employee satisfaction factor (H6). In addition to the residuals' normal distribution, the regression's assumption of square uniformity, and the residuals' normal distribution are all upheld in the findings of the regression analysis. Autocorrelation and

multicollinearity phenomena are not present.

Furthermore, the study's findings indicate that a number of variables, including job, working hours, education level, gender, and age group, have little to no effect on an employee's loyalty.

## **5.2. Management implications**

### **5.2.1. Transimex Corporation**

Transimex Corporation is one of Vietnam's top providers of comprehensive logistics services, able to handle any kind of demand from clients. The firm offers full logistics solutions, including services for warehousing, distribution, and customs clearance in addition to local and international transportation by air and sea (Transimex, 2023).

Transimex offers an effective supply chain for all clients thanks to its forty years of expertise in the freight forwarding industry, as well as its cutting-edge technology, contemporary infrastructure, and qualified services. Currently, Transimex is a member of prestigious associations in Vietnam and around the world such as International Air Transport Association (IATA), World Commodity Alliance (WCA), International Freight Forwarding and Logistics Association (FIATA), Vietnam Logistics Association (VLA), VCCI,... and several more respectable institutions, enabling Transimex Transport products to any location in the globe. Given the current trajectory of the local and international logistics business, no client can turn down units that can fulfill their whole service requirement (Transimex, 2023).

### **5.2.2. Empowerment impacts on employee loyalty**

Increasing employee empowerment is essential to the company's success. Scholars present a range of viewpoints on the topic of workplace democratization. Some of them stress how important it is to maintain employee involvement policies and cultivate a democratic environment inside the company. They emphasize that when given the freedom to choose their own schedules, be able to think creatively, review their own work, and participate in corporate activities, employees perform noticeably better. According to experts, employee empowerment involves bringing employees back to their occupations and linking them

to them, and it's a demonstration of management's trust in employees. Giving workers enough authority also enables them to exercise self-management when they are aware of their own behaviors and attitudes about their jobs.

As a result, managers are required to give thorough job descriptions for each position, pay attention to what staff members need to know, and assist them in understanding the lines of authority and responsibility that separate the organization from its employees. What they may and cannot do in the workplace.

### **5.2.3. Promotion impacts on employee's loyalty**

Most employees in businesses always want to have the opportunity to advance to more senior positions. In order to plan skill and expertise training sessions that are appropriate for each participant group and that concentrate on training materials that are related to the workers' everyday duties, administrators must be aware of the demands of staff members.

Staff members can use an organization-provided promotion path with clear, understandable criteria. This roadmap has to be reviewed every year to ensure its feasibility, suitability for workers' talents and schedules, and objectivity when evaluating employee performance. This will allow workers to meet their goals, advance in their roles, and apply their expertise to support the expansion of the business. In order to get better results and quick fixes, administrators may also keep an eye on employees' career progression paths, set goals for them to strive toward, and provide advice on careers that best suit their skills.

### **5.2.4. Logistics employee's quality impacts on employee loyalty**

The findings of the research indicate that one of the most challenging issues facing organizations in the logistics sector is the quality of human resources. Therefore, it is crucial for logistics organizations to possess and manage a staff of human resources that is thoroughly educated in logistical knowledge.

Based on the findings of the poll and the comments provided by the experts who took part in the interviews, it is thought that this element affects how attached employees are to the company. The logistics

sector is known for its ever-changing features, which means that personnel must regularly undergo training in order to advance their professional abilities and fulfill employment requirements. In order to encourage employees to stay with the company, employers must thus set up the necessary conditions for them to take part in these courses. Therefore, in order to improve staff retention, managers must create specialized training plans for human resources.

### 5.2.5. Employee satisfaction impacts on employee loyalty

The sense of accomplishment and pride that comes from workers who are content with their work and a job well done is known as job satisfaction. It is described as a happy, pleased emotional state known as contentment. Happy workers are more likely to remain with the company, which benefits employee loyalty and performance in addition to raising morale. A worker's happiness is influenced by factors other than compensation and benefits. Administrators informing staff members about their attention made them pleased. The primary source of employee satisfaction is the company's provision of mentorship and detailed plans for each stage of the employee's professional development. The company's strategies and management style will subsequently influence worker satisfaction. Experts believe that up to 90% of employee resignations are caused by administrators' unclear management style and lack of direction.

In order to retain excellent human resources, managers must thus make a strategy to employ the appropriate capacity for each person and each position and listen a lot to understand and collaborate with workers to assist them in becoming orientated in line with the plan that has been set down for them.

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