

Enhancing Employee Loyalty Through Work Environment and Social Support with the Mediating Role of Engagement

Enhancing Employee
Loyalty

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ABSTRACT

This study aims to explore the influence of organizational culture, work environment, and social support on employee loyalty, with employee engagement as a mediating variable. This study uses a quantitative approach with a causal design. Data were collected from 50 employees of PT. XYZ Kerinci through a structured questionnaire, carefully designed to measure employee perceptions of the work environment, organizational socio-cultural support, and engagement. The analysis used Structural Equation Modeling (SEM) based on Partial Least Squares (SmartPLS). The results of the study found that organizational culture and work environment significantly affect employee loyalty through employee engagement, while social support does not show a direct, weak and insignificant effect. Organizational culture with the highest significant value emphasizes the importance of a supportive and value-oriented culture in increasing loyalty, so that good organizational culture and work environment play an important role in increasing employee loyalty through employee engagement. This study provides recommendations for management in designing human resource management strategies that focus on increasing engagement as the key to employee loyalty.

Keywords: Culture Organization, Environment Work, Engagement Employee, Loyalty Employees, Social Support.

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi pengaruh budaya organisasi, lingkungan kerja, dan dukungan sosial terhadap loyalitas karyawan, dengan keterlibatan karyawan sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan desain kausal. Data dikumpulkan dari 50 karyawan PT. XYZ Kerinci melalui kuesioner terstruktur, dirancang dengan cermat untuk mengukur persepsi karyawan terhadap lingkungan kerja, dukungan sosial budaya organisasi, dan keterlibatan. Analisis menggunakan Structural Equation Modeling (SEM) berbasis Partial Least Squares (SmartPLS). Hasil penelitian menemukan bahwa budaya organisasi dan lingkungan kerja secara signifikan memengaruhi loyalitas karyawan melalui keterlibatan

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karyawan, sedangkan dukungan sosial tidak menunjukkan pengaruh langsung, lemah dan tidak signifikan. Budaya organisasi dengan nilai signifikan tertinggi, menekankan pentingnya budaya yang mendukung dan berorientasi pada nilai dalam meningkatkan loyalitas, sehingga budaya organisasi dan lingkungan kerja yang baik berperan penting dalam meningkatkan loyalitas karyawan melalui keterlibatan karyawan. Penelitian ini memberikan rekomendasi bagi manajemen dalam merancang strategi pengelolaan sumber daya manusia yang berfokus pada peningkatan keterlibatan sebagai kunci loyalitas karyawan.

Kata kunci: Budaya Organisasi, Lingkungan Kerja, Keterlibatan Karyawan, Loyalitas Karyawan, Dukungan Sosial.

INTRODUCTION

Employee loyalty is a vital component of organizational success, particularly in competitive industries. At PT. XYZ Kerinci, this loyalty is shaped by the interaction of the work environment, social support, and organizational culture. These elements significantly influence employee commitment and engagement, with engagement serving as a mediating factor in enhancing loyalty. Research shows that a positive work environment and strong social support systems boost employee satisfaction and performance, thereby increasing loyalty (Bakker & Demerouti, 2007; Khuong et al., 2021). Likewise, when organizational culture aligns with employee values and expectations, it fosters emotional attachment to the organization (Schein, 2010). Engagement further enhances this relationship by increasing motivation, productivity, and a sense of belonging (Saks, 2017). These dynamics indicate that PT. XYZ Kerinci can strengthen employee loyalty through strategic improvements in workplace conditions and support systems.

The work environment includes both physical and psychological factors that shape employee performance, well-being, and job satisfaction. A conducive work environment emphasizes not only physical safety and ergonomic design but also trust, collaboration, and transparent communication. Such environments have been found to improve morale and lower turnover intentions (Ariani, 2013), reduce stress, and enhance performance (Vischer, 2007). When employees feel supported by their environment, they are more likely to go the extra mile voluntarily, contributing to organizational success (Demerouti et al., 2001). Moreover, environments that promote autonomy, recognition, and opportunities for development are closely linked with higher engagement and organizational commitment (Becaro, 2022). Investing in a holistic and supportive workplace is thus crucial to fostering a loyal and productive workforce (Ferdyan & Hartawan, 2024).

Social support—emotional, informational, and practical assistance from coworkers, supervisors, and the organization—also plays a key role in enhancing well-being and reducing workplace stress. It fosters a sense of community and decreases feelings of isolation, which are essential for maintaining mental health and job satisfaction (Chiaburu & Harrison, 2008). Employees who experience high levels of support tend to be more engaged, demonstrate organizational citizenship behavior, and remain loyal (Rhoades & Eisenberger, 2002). Supervisor support, in particular, strengthens employees' confidence in managing work demands and improves their performance and resilience (Ng & Sorensen, 2008), while coworker support encourages collaboration and knowledge sharing, which increase team effectiveness and innovation (Latham, 2014). In such supportive environments, employees are more likely to commit to organizational goals, building a culture of trust and mutual respect (Christian et al., 2011).

Organizational culture, defined by shared values, beliefs, and norms, shapes employee attitudes and behaviors. It acts as a framework for how employees relate to one another, approach their work, and align with organizational goals. A strong culture fosters cohesion, commitment, and purpose (Watkins et al., 2011) and supports adaptability and innovation in dynamic business environments (Schein, 1989). Cultures emphasizing trust,

collaboration, and continuous improvement are linked to increased employee engagement and performance (Rana et al., 2014; Ndege et al., 2022). When employees experience alignment between their values and organizational culture, they report greater job satisfaction and loyalty (O'Reilly et al., 1991; Kim et al., 2013). Building a resilient and adaptive culture is essential for sustaining long-term organizational success (Yalabik et al., 2013).

Despite growing literature on the link between work environment, social support, culture, and loyalty, research gaps persist. Many studies focus on direct effects, without adequately exploring the mediating role of engagement or the interconnectedness among variables (Albrecht et al., 2015). While the effects of the work environment on productivity are well established, how it interacts with social support and organizational culture to influence engagement and loyalty remains underexplored (Torrente et al., 2012). Additionally, existing findings often generalize results across industries, neglecting unique sector-specific factors, particularly in non-Western or manufacturing contexts (Xanthopoulou et al., 2009). The role of engagement as a mediator between organizational culture and loyalty is also not sufficiently addressed (Arrowsmith & Parker, 2013). Therefore, this study aims to explore the collective impact of these factors on employee loyalty at PT. XYZ Kerinci, identify specific drivers of engagement, and provide practical insights to strengthen employee retention and performance strategies

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Work Environment

The work environment refers to the physical and psychological conditions in which employees carry out their duties daily. A supportive and well-structured work environment is crucial because it significantly enhances employee productivity, job satisfaction, and overall well-being. Vischer (2007) argues that a positive work environment can reduce workplace stress, which is one of the main causes of decreased performance, thereby boosting employee effectiveness. Ariani (2013) further highlights that a conducive work environment increases employee enthusiasm and motivation, leading to reduced turnover intentions and higher retention rates. Similarly, Kundu and Lata (2017) demonstrated that a supportive work environment encourages employees to exert discretionary effort beyond formal job requirements, which positively contributes to organizational success. Specifically, an environment that provides autonomy, recognition, and opportunities for personal and professional growth is strongly correlated with higher levels of employee engagement and organizational commitment. This relationship implies that the work environment not only affects immediate job performance but also influences long-term loyalty to the organization.

H1: The work environment has a positive and significant effect on employee engagement.

H2: The work environment has a positive and significant direct effect on employee loyalty.

H3: The work environment has a positive and significant indirect effect on employee loyalty through employee engagement.

The Influence of Social Support

Social support in the workplace encompasses various forms of assistance—emotional, informational, and instrumental—provided by colleagues, supervisors, and the organization as a whole. Stylianou and Ntelas (2023) found that such social support fosters a strong sense of community and belonging among employees, which is essential for mitigating feelings of isolation and improving mental health and job satisfaction. Aliddin et al. (2024) emphasize that employees who perceive high levels of social support tend to exhibit greater engagement, demonstrate organizational citizenship behaviors, and develop stronger loyalty toward their employers. Additionally, support from supervisors plays a critical role in enhancing employee confidence, enabling them to better manage work demands and build resilience. Peer support is equally important because it

encourages collaboration, knowledge sharing, and innovation, which benefit team effectiveness (Alshaabani et al., 2021). However, despite its importance, this study's findings suggest that the direct effect of social support on employee loyalty is weak and statistically insignificant, implying that social support alone is insufficient to foster loyalty unless it is accompanied by high levels of employee engagement.

H4: Social support has a positive and significant effect on employee engagement.

H5: Social support has a positive and significant direct effect on employee loyalty.

H6: Social support has a positive and significant indirect effect on employee loyalty through employee engagement.

The Influence of Organizational Culture

Organizational culture is broadly defined as the shared values, beliefs, and norms that shape and guide the behavior, attitudes, and interactions of employees within an organization. A strong and well-established organizational culture plays a vital role in fostering employee cohesion, creating a unified sense of identity, and strengthening employees' commitment to the organization's goals and vision (Puspita et al., 2020). According to Nurcholis and Budi (2020), when an organization's culture aligns closely with the personal values and expectations of its employees, it significantly enhances their emotional attachment and loyalty to the company. This alignment fosters a deeper connection, encouraging employees to remain dedicated and engaged with their work. Furthermore, Qomari and Yuliantini (2024) highlight that a culture oriented toward human values—one that prioritizes respect, fairness, and support—helps create a healthy and nurturing work atmosphere. Such an environment contributes positively to employees' job satisfaction and overall loyalty to the organization. Within the context of this study, organizational culture emerges as the most influential variable affecting employee loyalty, particularly when mediated by employee engagement. This finding indicates that a strong organizational culture not only holds intrinsic value but also acts as a crucial foundation for fostering active employee involvement, which in turn translates into greater loyalty and long-term commitment. Therefore, organizational culture functions both as a direct and indirect driver of employee loyalty through its effect on engagement.

H7: Organizational culture has a positive and significant effect on employee engagement.

H8: Organizational culture has a positive and significant direct effect on employee loyalty.

H9: Organizational culture has a positive and significant indirect effect on employee loyalty through employee engagement.

The Influence of Employee Engagement as a Mediating Variable

Employee engagement serves as a crucial mediating variable that explains the underlying process through which various organizational factors influence employee loyalty. Amanda and Soeling (2021) define employee engagement as a psychological state marked by both emotional and cognitive connections between an employee and their job as well as the organization they belong to. Employees who exhibit high levels of engagement typically show increased motivation, enhanced productivity, and a deeper sense of belonging within the organization. These aspects collectively act as essential drivers in cultivating and sustaining loyalty toward the organization over time. The findings of this study reinforce the idea that employee engagement is a more effective and influential pathway for boosting loyalty than relying solely on the direct impact of organizational factors. Specifically, while elements such as the work environment and organizational culture have significant positive effects on employee loyalty, these effects are largely channeled through the mediation of engagement. In contrast, social support by itself does not seem to be sufficient to foster loyalty unless it is accompanied by a high level of employee engagement. This underscores the strategic importance of actively fostering engagement as a means to strengthen long-term employee loyalty and

commitment, suggesting that organizations should prioritize initiatives and policies that enhance employee involvement and emotional connection.

H10: Employee engagement has a positive and significant effect on employee loyalty.

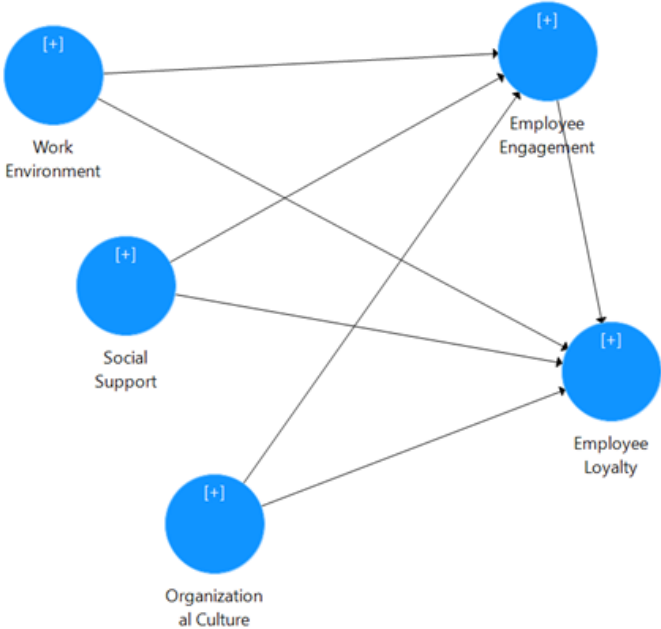


Figure 1. Research Framework

The conceptual framework illustrates the relationship between organizational culture, work environment, and social support on employee loyalty, with employee engagement serving as a mediating variable. A positive organizational culture fosters shared values that encourage commitment and engagement (Barney, 1986; Schein, 2010). A supportive work environment, including physical and psychological comfort, enhances motivation and job involvement (Vischer, 2007; Bakker & Demerouti, 2007). Meanwhile, social support from colleagues and supervisors creates a sense of appreciation and emotional attachment to the organization (Eisenberger et al., 2002 & Aliddin et al., 2024). Employee engagement plays a critical mediating role in strengthening the impact of these variables on loyalty. Employees who are emotionally and cognitively engaged are more likely to exhibit higher levels of loyalty (Rich et al., 2010; Albrecht et al., 2015). In this framework, employee engagement acts as a bridge linking positive perceptions of organizational culture, work environment, and social support to employee loyalty. Therefore, organizations must pay close attention to these aspects to build long-term relationships with employees and retain top talent.

RESEARCH METHOD

This study adopts a quantitative research design to examine employee loyalty as the dependent variable influenced by three independent variables: work environment, social support, and organizational culture. Employee engagement is introduced as a mediating variable to explain its role in linking the independent variables to employee loyalty. This methodological approach aims not only to assess the direct effects of the independent variables on employee loyalty but also to explore the indirect effects through the mediating role of employee engagement. Such a framework provides a more comprehensive understanding of the factors that influence employee loyalty within an organizational context (Albrecht et al., 2015; Saks, 2017).

The population of this study comprises employees of PT. XYZ Kerinci. Using total sampling, data were collected from all 50 employees, ensuring that the sample represents

the entire population. This approach enhances the generalizability of the findings within the organization and provides a complete picture of the organizational climate and employee attitudes (Conway & Monks, 2009). Data were gathered through a structured questionnaire carefully designed to measure employee perceptions of the work environment, social support, organizational culture, and employee engagement. Each item was adapted from validated scales in prior studies to ensure reliability and content validity (Bakker & Demerouti, 2007; Rich et al., 2010). Respondents answered using a five-point Likert scale ranging from “strongly disagree” to “strongly agree.”

Data analysis was conducted using SmartPLS, a software tool based on Partial Least Squares Structural Equation Modeling (PLS-SEM). This method is suitable for exploring complex relationships involving multiple mediating variables and allows for simultaneous assessment of direct and indirect effects (Hair et al., 2019). The PLS-SEM approach is particularly appropriate for research models involving latent constructs and small to medium sample sizes. The mediation role of employee engagement was tested following the procedures outlined by Yalabik et al. (2013) and Ishaabani et al. (2021), providing insights into its function in enhancing the impact of workplace factors on loyalty outcomes. This methodological framework aligns with recent research emphasizing the strategic role of employee engagement and organizational support in fostering loyalty and performance (Amanda & Soeling, 2021; Aliddin et al., 2024).

RESULTS

The results of the analysis show the relationship between various factors that influence employee engagement and loyalty in an organization. Employee engagement is a crucial element that reflects their motivation and commitment. Factors such as work environment, social support, and organizational culture play an important role in shaping engagement. Connection value shows a strong influence of organizational culture on engagement. High engagement also contributes to employee loyalty. Therefore, engagement is key to organizational success.

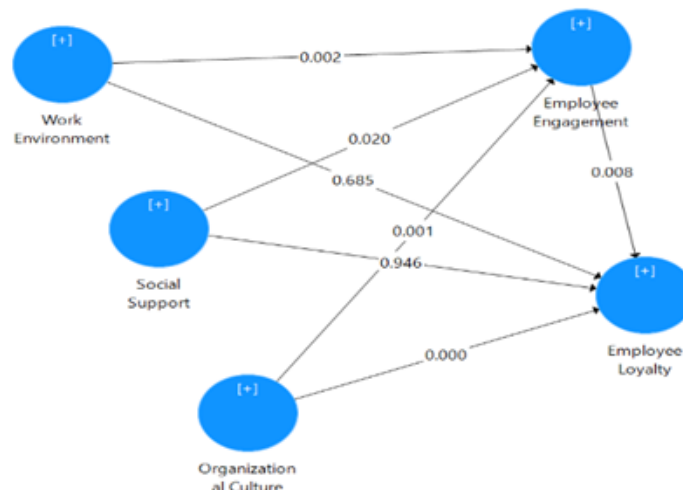


Figure 2. Bootstrapping

Figure 2 suggests that employee involvement serves as a mediator in the relationship between the work environment and social support with employee loyalty. Organization need direct its policies and initiatives for no only repair environment work and give support social, but also ensuring that steps the truly increase involvement employee use reach more loyalty tall.

Table 1. Effects Direct

Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-value
Involvement employees -> Loyalty employee	0.383	0.376	0.144	2.666	0.008
Culture organization -> Involvement employee	0.410	0.409	0.120	3.405	0.001
Culture organization -> Loyalty employee	0.523	0.527	0.111	4.698	0.000
Support social -> eEngagement employee	0.281	0.290	0.121	2.333	0.020
Support social -> Loyalty employee	-0.007	-0.006	0.110	0.068	0.946
Environment work -> Engagement employee	0.330	0.321	0.104	3.174	0.002
Environment work -> Loyalty employee	0.032	0.037	0.079	0.406	0.685

Table 1 presents the direct effects among variables studied. Organizational culture shows a significant and strong influence on employee loyalty ($\beta = 0.523$, $p < 0.001$) and employee involvement ($\beta = 0.410$, $p = 0.001$), affirming its foundational role in shaping behavior (Barney, 1986; Schein, 2010). Employee involvement positively impacts loyalty ($\beta = 0.383$, $p = 0.008$), aligning with findings that engaged employees are more committed (Ariani, 2013; Albrecht et al., 2015). Social support significantly influences employee engagement ($\beta = 0.281$, $p = 0.020$), but not loyalty ($p = 0.946$), suggesting indirect pathways (Alshaabani et al., 2021; Aliddin et al., 2024). Likewise, the work environment significantly affects engagement ($\beta = 0.330$, $p = 0.002$) but not loyalty ($p = 0.685$), indicating that engagement may mediate these relationships (Vischer, 2007; Kundu & Lata, 2017). Overall, the data support the relevance of organizational culture, involvement, and engagement as key drivers of employee loyalty.

The analysis shows that the work environment significantly influences employee engagement ($\beta = 0.330$, $p = 0.002$), as a supportive environment enhances physical, psychological, and social aspects, thereby boosting engagement (Eldor & Harpaz, 2016). However, it does not have a direct effect on employee loyalty ($\beta = 0.032$, $p = 0.685$), indicating that engagement is a key mediator. Thus, organizations should not only improve workplace conditions but also focus on fostering engagement to enhance loyalty (Geldenhuis et al., 2014). A holistic strategy combining environment and engagement is essential for increased productivity and retention.

The study finds a significant indirect effect of the work environment on employee loyalty through engagement ($\beta = 0.126$, $p = 0.049$). A supportive environment enhances psychological well-being and increases employee attachment to the organization (Khuzaini & Shaddiq, 2024). Knight et al. (2017) also found that a positive work environment promotes engagement, which subsequently drives loyalty. Organizations should thus view creating a supportive environment as a strategic approach to enhancing both engagement and loyalty. Social support significantly influences employee engagement ($\beta = 0.281$, $p = 0.020$). Social support extends beyond interpersonal relationships; it serves as a strategic tool for enhancing engagement. Organizations that foster a supportive work environment can increase employee motivation, productivity, and retention. According to Conway and Monks (2009), social support from supervisors and colleagues provides emotional resources necessary to overcome challenges, thereby improving engagement. Promoting team cohesion and managerial support is essential for maximizing employee engagement.

Social support does not have a significant direct influence on employee loyalty ($\beta = -0.007$, $p = 0.946$). While social support is important for creating a positive work environment, its direct impact on loyalty may be limited unless it is accompanied by engagement. However, Eisenberger et al. (2002) found a direct positive relationship between social support and loyalty. Organizations aiming to improve loyalty should

complement social support with strategic policies that foster engagement and provide direct incentives for continued employee commitment. The results show that social support does not significantly influence loyalty through engagement ($\beta = 0.108, p = 0.128$). This implies that social support alone may not be sufficient to enhance loyalty unless coupled with other factors such as recognition and development opportunities. This finding highlights the complex and multifaceted nature of loyalty, where multiple organizational factors must interact to produce meaningful outcomes. Nielsen et al. (2017), however, emphasized that social support positively affects both engagement and loyalty.

Organizational culture has a significant positive influence on employee engagement ($\beta = 0.410, p = 0.001$). Culture is not merely abstract but a strategic tool to enhance engagement and gain competitive advantage. Hartnell et al. (2011) state that strong cultures align employees with organizational values, fostering belonging. A culture promoting collaboration, innovation, and recognition increases motivation and long-term loyalty. The study also finds culture significantly impacts employee loyalty ($\beta = 0.523, p = 0.000$), indicating that a supportive culture fosters both engagement and loyalty. Barney (1986) supports this, asserting that trust and respect in the workplace enhance employees' sense of belonging and loyalty. Additionally, organizational culture influences loyalty through engagement ($\beta = 0.157, p = 0.029$). Schneider et al. (2013) note that employees engaged with cultures aligned to their values are more committed. A community-oriented culture enhances both engagement and loyalty. Engagement itself significantly affects loyalty ($\beta = 0.383, p = 0.008$), highlighting its strategic importance. Bakker and Leiter (2010) argue that emotionally engaged employees show higher commitment and are less likely to leave. Therefore, PT XYZ Kerinci should strengthen engagement drivers like a positive environment, social support, and organizational culture to build loyalty and sustain competitiveness.

Table 2. Indirect Effects

Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-value
Culture Organization -> Involvement Employees -> Loyalty Employee	0.157	0.151	0.072	2.194	0.029
Support Social -> Engagement Employees -> Loyalty Employee	0.108	0.111	0.071	1.523	0.128
Environment Work -> Engagement Employees -> Loyalty Employee	0.126	0.121	0.064	1.975	0.049

Table 2 shows the indirect effects of organizational culture, social support, and work environment on employee loyalty through mediating variables. Organizational culture significantly affects loyalty via employee involvement ($\beta = 0.157, t = 2.194, p = 0.029$), aligning with studies highlighting culture's role in engagement (Albrecht et al., 2015; Amanda & Soeling, 2021). The work environment also has a significant indirect effect through employee engagement ($\beta = 0.126, t = 1.975, p = 0.049$) (Bakker & Demerouti, 2007; Vischer, 2007). However, social support's indirect effect via engagement is not significant ($\beta = 0.108, t = 1.523, p = 0.128$) (Aliddin et al., 2024).

DISCUSSION

The direct effect test results in this study offer a comprehensive view of the relationships between organizational culture, work environment, social support, employee engagement, and employee loyalty. A key finding highlights employee engagement as a central mediating factor in building sustainable loyalty. Employee engagement has a positive and significant direct effect on employee loyalty. This aligns with Kundu and Lata (2017), who found that employees emotionally, cognitively, and behaviorally engaged in their work tend to exhibit higher loyalty. Therefore, increasing loyalty requires strategies that foster engagement—such as meaningful job challenges, recognition, and support for work-life balance. Organizational culture also shows a strong

positive influence on both engagement and loyalty. A culture built on values like collaboration, appreciation, and shared goals enhances employees' sense of belonging and connection to the organization. This supports Wijaya et al. (2024), who emphasize that a strong organizational culture not only shapes behavior but also boosts long-term competitiveness by strengthening human resource (HR) loyalty.

Social support significantly affects engagement but not loyalty directly. This suggests that while support from supervisors and peers fosters a positive work climate, it is insufficient by itself to generate loyalty unless paired with engagement. Loyalty involves more than comfort—it requires emotional bonds developed through meaningful experiences and alignment with organizational values. This finding is in line with Arkadewi and Cahyadi (2025), who argue that social support must be complemented by other elements to yield lasting effects on loyalty. Similarly, the work environment significantly impacts engagement, but not loyalty directly. A physically comfortable and psychologically safe environment can enhance engagement. However, converting engagement into loyalty demands further measures, such as cultivating a strong culture and offering career growth opportunities. This confirms Amanda and Soeling (2021), who argue that physical workplace improvements must be integrated with engagement-driven strategies to meaningfully influence loyalty.

These results confirm that employee engagement acts as a crucial bridge linking organizational factors to loyalty. A robust organizational culture and supportive work environment drive engagement, which in turn builds loyalty. In contrast, social support has a comparatively weaker indirect impact. The practical implication is that HR strategies should adopt a holistic approach—integrating structural (work environment), cultural (organizational culture), and interpersonal (social support) elements to foster both engagement and loyalty. The study's indirect effect test further reinforces the mediating role of engagement. Organizational culture and the work environment significantly affect employee loyalty indirectly via engagement. However, social support shows no significant indirect effect. This implies that social support alone may not suffice to boost loyalty without being supported by additional factors such as recognition and development opportunities.

Previous research also supports the importance of culture and environment in enhancing engagement and loyalty. Qomari and Yuliantini (2024) found that a strong organizational culture fosters engagement, which strengthens loyalty. Similarly, Alshaabani et al. (2021) found that a positive work environment enhances both engagement and loyalty. Meanwhile, the lack of significant indirect effects from social support echoes findings by Tarek et al. (2025), who emphasize the need for social support to be accompanied by other strategies to be effective in building loyalty.

CONCLUSION

This study concludes that organizational culture and work environment have a significant effect on employee loyalty through employee engagement mediation. Organizational culture is proven to be the most dominant factor that strengthens engagement and loyalty, while social support only has a significant effect on engagement, but not directly on loyalty. This finding confirms the importance of engagement as a bridge between organizational conditions and long-term loyalty. The implication is that companies need to develop a collaborative work culture and values that are in line with employees, as well as create a work environment that is physically and psychologically supportive. Social support from superiors and coworkers is also important, but needs to be complemented by an active engagement strategy to have an impact on loyalty. An effective HR management strategy must be holistic, integrating structural, cultural, and interpersonal elements to increase employee retention. For further research, it is recommended to involve a larger number of respondents and across industries so that the results are more general. Future research can also explore new variables such as leadership or compensation, and use a longitudinal approach to capture the dynamics of engagement

in more depth. In addition, a mixed quantitative and qualitative approach can enrich the understanding of the factors that influence employee loyalty comprehensively.

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