

Organizational Culture, Job Satisfaction, and Job Loyalty: A Study on Employees in the Hospitality Industry of Bangladesh

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ABSTRACT

This paper investigates the link between organizational culture and job loyalty, with job satisfaction considered as a mediating variable in the hospitality sector of Bangladesh. Organizational culture is among the major factors associated with employee turnover in high-risk sectors, such as hospitality. The study adopts a quantitative approach, collecting data from 109 employees at a well-known, top-end hotel in Dhaka through structured questionnaires. Some of the major aspects of organizational culture covered in this study include leadership styles, communication patterns, recognition and rewards, work-life balance, team dynamics, and innovation climate. Results obtained using Structural Equation Modelling–Partial Least Squares (SEM-PLS) confirm that a good organizational culture promotes loyalty towards the job, with job satisfaction being a significant mediator. Thus, developing a supportive and attractive working environment can substantially raise employees' commitment and reduce their turnover. The study offers key insights for HR professionals and hotel managers by highlighting the main cultural factors that enhance job satisfaction and loyalty. Future studies should look at other moderating variables and take a long-term view to better understand these relationships.

KEYWORDS: Organizational Culture, Job Loyalty, Job Satisfaction, Hospitality Industry, Human Resource Management, Structural Equation Modelling (SEM-PLS)

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1. Introduction

organizational culture acts as a major catalyst for workplace dynamics, involving the attitudes, behaviors, and commitment of employees towards the organization. In today's competitive business environment, developing a positive and encouraging culture has become imperative to retain talented workers and strengthen job loyalty. Since employees are at the heart of all functions in a business, sustained engagement and commitment from them are essential for organizational success (Gregory, Harris, Armenakis, & Shook, 2009). This is especially true for high-turnover industries like hospitality, where building a stable workforce presents constant challenges, yet service excellence remains the unrelenting expectation. As demand for skilled labor increases in the hospitality sector, hotels are challenged to continuously improve employee retention strategies to raise standards of service (Ejimabo, 2015).

Organizational culture, defined by its values, norms, leadership styles, and communication patterns, influences employees' perceptions of their workplace and, consequently, their level of commitment (Cheung, Graham, & Schiavon, 2022). Employees who perceive a supportive and engaging organizational culture are more likely to form a sense of belonging and long-term commitment, reducing turnover intentions and increasing job satisfaction (Alvesson & Berg, 2011). Conversely, an unsupportive culture can lead to dissatisfaction, decreased morale, and higher attrition rates. Given its impact on employee behavior, organizational culture is widely recognized as a key driver of job loyalty across various industries, including the hospitality sector (Meschke & Meschke, 2021).

Although earlier studies have identified the importance of organizational culture in fostering employee loyalty, empirical evidence is scant regarding how culture affects job loyalty, specifically within the hospitality industry context of Bangladesh. One vital intervening variable that can clarify this association is job satisfaction. Employees who find the work environment, management support, and prospects for career development favorable are likely to remain loyal to the organization (Naz et al., 2020). Therefore, to frame proper human resource strategies that ensure commitment and reduce turnover, it is imperative to understand how job satisfaction mediates the relationship between organizational culture and job loyalty.

This study, therefore, investigates the relationship between organizational culture and job loyalty, with a specific focus on hotel employees in Bangladesh, while considering the mediating effect of job satisfaction. A quantitative research design was implemented, using self-administered, structured questionnaires to collect data from 109 employees of a renowned high-end hotel. Proposed hypotheses were tested and relationships between key variables analyzed through Structural Equation Modelling-Partial Least Squares (SEM-PLS). This study's findings provide empirical evidence regarding the way organizational culture influences job loyalty, reinforcing the critical role of job satisfaction as a mediator. The study theoretically enriches the literature on organizational behavior, providing practical implications for human resource managers to formulate effective employee retention strategies in Bangladesh's hospitality industry. This will also indicate future research by encouraging scholars to create an organizational culture that can enhance job satisfaction and, thus, long-term employee commitment towards the industry.

1.1 Aim and Objectives

The primary objective of this study is to explore the connection between organizational culture and job loyalty among hotel employees in Bangladesh, with particular emphasis on the mediating role of job satisfaction. The study aims to offer empirical evidence on how organizational culture influences employee commitment and to evaluate key factors that contribute to enhancing loyalty within the hospitality industry. The study's specific objectives are:

- I. To analyze the impact of organizational culture on job loyalty among hotel employees in Bangladesh.
- II. To investigate the mediating effect of job satisfaction in the relationship between organizational culture and job loyalty.
- III. To provide theoretical and practical insights for hospitality industry professionals, enabling them to cultivate a workplace culture that fosters job satisfaction and improves employee retention.

1.2 Research questions

To accomplish the objectives mentioned above, this study aims to answer the following research questions:

1. *How does organizational culture influence job loyalty among hotel employees in Bangladesh?*
2. *What role does job satisfaction play in mediating the relationship between organizational culture and job loyalty?*

1.3 Scope of the study

This study focuses on the hospitality industry in Bangladesh, with an emphasis on hotels operating in Dhaka. Considering the significance of organizational culture in determining employee loyalty, it seeks to provide an extensive understanding of the cultural factors that influence job commitment within the context of a leading hospitality provider in Bangladesh. The study specifically targets full-time hotel employees, ensuring a consistent comparison of job loyalty levels across different organizational structures. Given the broad nature of organizational culture, this study examines specific dimensions that are particularly relevant to employee commitment, including leadership styles, recognition and rewards, team dynamics, work-life balance, and innovation climate. By investigating these cultural dimensions, this study intends to identify the key organizational factors that shape employee loyalty and satisfaction in the hospitality sector (Hartnell, Ou, & Kinicki, 2011). To measure job loyalty, the study considers the following indicators: employee tenure, turnover intentions, commitment levels, and expressed job satisfaction. A quantitative research design was employed, using a structured questionnaire to collect data from hotel employees. Statistical analyses were conducted using SEM-PLS, enabling a robust examination of the proposed relationships.

1.4 Significance of the study

Employee loyalty is a key factor in the success of any organization. In the context of hospitality businesses, high turnover can affect service quality as well as operational efficiency due to a lack of employee loyalty. Therefore, comprehensive understanding of the relationship between organizational culture, job satisfaction, and job loyalty will help formulate strategic HR policies to increase employee

commitment and retention (Phuong & Tran, 2020). This study bases its argument on both theoretical and practical aspects of employee loyalty by presenting empirical evidence that demonstrates how organizational culture influences commitment. The findings will be highly beneficial to hotel managers and HR professionals, guiding industry leaders toward the best practices that can be adopted to create a supportive and engaging workplace culture. This study will offer actionable recommendations for improving employee retention strategies by highlighting the major cultural factors that drive job satisfaction and loyalty, thereby enhancing overall organizational performance. To sum up, this study can be considered an in-depth analytical piece on organizational culture and job loyalty within Bangladesh's hospitality sector. By acknowledging the mediating role of job satisfaction, the study will provide practical insight into what businesses can do to create a committed and motivated workforce. It also adds to the broader conversation about workplace dynamics and employee engagement, reaffirming that a positive organizational culture is a key driver of long-term loyalty and business success.

2. Literature Review

2.1 Employee loyalty

An individual's strong willingness to remain with an organization is known as employee loyalty (Meschke & Meschke, 2021). In a broader sense, it encompasses a worker's commitment to the organization's success and their belief that joining and staying with the organization is the right decision. Scholars generally define a loyal employee as one who puts forth effort and remains accountable to their employer (Legge, 2014). However, employee loyalty requires favorable conditions, and it is a misconception that loyalty can be secured merely through high salaries or financial incentive-organizational dynamics have evolved.

Organizations that foster a positive work environment, strong organizational culture, and healthy employer-employee relationships are highly likely to retain employees (Naz et al., 2020). Employee loyalty is closely tied to an organization's cultural framework, influencing job performance and engagement. Studies indicate that high turnover rates in the hospitality sector are primarily due to low employee loyalty, extended working hours, and dissatisfaction with job conditions (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019). Given this, retaining employees has been a significant concern for hotel organizations, particularly as low job satisfaction contributes to high turnover.

Job satisfaction is a multifaceted concept, meaning satisfaction in one area does not necessarily translate to overall job satisfaction. Likewise, dissatisfaction in one aspect does not imply complete discontent with employment. Research suggests that low job satisfaction strongly correlates with high turnover and diminished employee loyalty (Phuong & Tran, 2020). While satisfied employees may not always exhibit loyalty, certain factors—such as workplace culture, rewards and recognition, information sharing, and communication—play a crucial role in augmenting both satisfaction and commitment (Chan, Chan, Khoo, Loh, & Wong, 2011). These findings align with the Organizational Support Theory, which advocates that employees who recognize strong organizational support—such as fair treatment, recognition, and a sense of belonging—develop higher levels of loyalty and commitment. Consequently, fostering a culture that emphasizes job satisfaction is essential for improving employee retention.

2.2 Organizational culture

A set of shared assumptions, attitudes, and beliefs that shape behavior within an organization is referred to as organizational culture (Hartnell, Ou, & Kinicki, 2011). It significantly influences employees by establishing norms for conduct, expectations, and performance standards. Organizational culture can generally be categorized into three types: bureaucratic, innovative, and supportive (Büschgens, Bausch, & Balkin, 2013). A consistent organizational culture affects the outcomes of performance, decision-making, and overall behavior in the workplace. According to literature, culture comprises shared values, traditions, rituals, and patterns of communication that help shape an identity for the organization and influence the engagement of employees (Alvesson & Berg, 2011).

Different models have been developed to describe varying aspects of organizational cultures. One such model is the widely recognized Competing Values Framework (CVF), which places organizational cultures into four types: Clan, Adhocracy, Market, and Hierarchy (Gao, 2017). These dimensions assist in delineating flexibility, innovation, employee involvement, and customer focus. Understanding organizational culture lies within both its tangible and intangible elements, including stated values, embedded assumptions, and symbolic artifacts. These elements can be measured through surveys, interviews, and cultural audits (Alharbi & Abedelrahim, 2018). Earlier studies have claimed that employee outcomes, such as engagement, performance, and retention, are directly impacted by organizational culture (Ližbetinová, Lorincová, & Caha, 2016). A supportive environment creates feelings of being part of a team and alignment with company goals, which boosts enthusiasm and output. On the other hand, a toxic environment can lower morale and hinder success. Since business cultures change due to internal and external factors, managing cultural shifts requires commitment from leadership, effective communication, and employee involvement.

This discussion links to Hofstede's Cultural Dimensions Theory, which explains how cultural values (such as power distance and individualism) influence workplace behavior and commitment. Understanding these cultural influences allows organizations to develop inclusive management practices that foster loyalty.

2.3 Management principles

Managerial principles reflect the attitudes, beliefs, and practices that guide management behavior and decision-making. These principles shape organizational culture and significantly influence leadership effectiveness, employee engagement, and organizational success (Gregory, Harris, Armenakis, & Shook, 2009). Managerial principles define how leaders interact with employees, set expectations, and shape the organizational climate (Amanchukwu, Stanley, & Ololube, 2015). Leadership styles vary; for example, autocratic management focuses on control and centralized decision-making, whereas participatory management encourages collaboration, empowerment, and inclusivity (Ejimabo, 2015). Transformational leadership, characterized by visionary guidance and personalized engagement, fosters motivation and trust.

Effective management principles positively impact employee satisfaction and engagement. Leaders who prioritize fairness, respect, and recognition enhance commitment and morale. In contrast, managers who neglect these aspects risk disengagement and low trust levels. Furthermore, aligning managerial

principles with organizational objectives enhances performance, while inconsistencies can lead to inefficiencies and conflicts. This concept aligns with Organizational Support Theory, which posits that employees respond positively to supportive management practices that promote well-being, transparency, and fairness. When managerial principles reinforce a culture of trust, employees are likely to be engaged and committed.

2.4 Five cultural dimensions

Cultural dimensions are crucial in determining workplace behavior, especially in a global setting. Hofstede (1980) elaborated on five key cultural dimensions:

- Power distance – the degree of acceptance of power inequality in society. Cultures with high power distance accept hierarchy, whereas in low power distance cultures, equality is sought in decision-making.
- Individualism vs. collectivism – individualistic culture refers to independence and self-reliance, whereas collectivist culture emphasizes group cohesion and shared responsibility.
- Masculinity vs. femininity – masculine cultures are competitive and achievement-focused, while feminine cultures prefer cooperation and quality of life.
- Uncertainty avoidance – high uncertainty-avoiding cultures prefer order and predictability, whereas low uncertainty-avoiding countries tolerate ambiguity and embrace flexibility.
- Long-term vs. short-term orientation – long-term-oriented societies are perceived to place emphasis on planning and perseverance, while short-term-oriented societies tend to focus on immediate outcomes (Ahmadi, Salamzadeh, Daraei, & Akbari, 2012).

These aspects offer guidance for understanding how cultural beliefs shape workers' perceptions of company culture and job commitment. Recognizing these cultural forces enables organizations to create management strategies that respect cultural diversity when managing their workforce.

2.5 Pay structure

In the hospitality industry, the wage structure has a major impact on career choices, especially in a developing country like Bangladesh. The pay structure—consisting of base salary, benefits, recognition, and performance-based incentives—influences job satisfaction and retention. According to earlier studies, competitive wages lure qualified employees to the private sector and affect career choices in hospitality (Anjum & Zahan, 2021). Moreover, these studies showed that salary changes in the civil service of Bangladesh improved the quality and retention of employees (Parveen, Rahman, & Khaled, 2020).

2.6 Job satisfaction

Job satisfaction is a critical factor in organizational success, shaping employee performance, engagement, and loyalty (Belias & Koustelios, 2014). Defined as an individual's evaluation of their job and work environment (Weiss, 2002), job satisfaction depends on multiple factors, including leadership, organizational culture, and personal values (Cheung, Graham, & Schiavon, 2022). Previous research consistently links job satisfaction with higher productivity, commitment, and retention (Judge, Zhang, & Glerum, 2020).

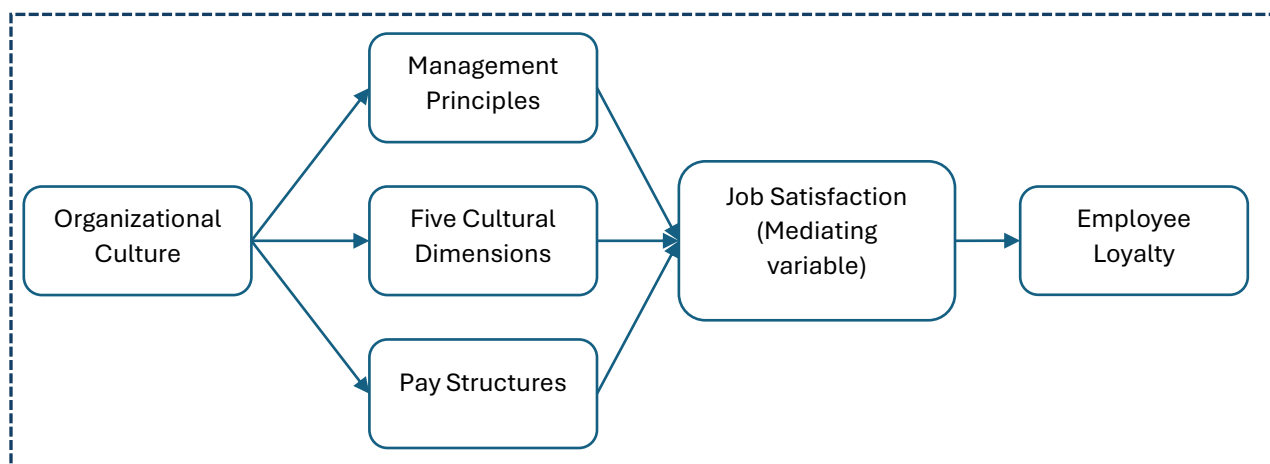
2.7 Theoretical framework

This study applies Organizational Support Theory and Hofstede's Cultural Dimensions Theory to examine how cultural and managerial factors shape job loyalty. Organizational Support Theory explains how perceptions of organizational care and fairness influence employee commitment, while Hofstede's framework contextualizes how cultural values affect organizational dynamics. Management principles, customer relationships, and job satisfaction are analyzed through Organizational Support Theory, while Hofstede's Cultural Dimensions Theory informs the discussion on workplace culture and employee loyalty. Together, these theories provide a comprehensive foundation for understanding the key drivers of employee retention in the hospitality industry.

2.8 Conceptual framework

The expected relationships between the dependent, independent, and mediating variables of this study are presented in the following conceptual framework. In this model, job loyalty serves as the dependent variable, while organizational culture is identified as the independent variable. Organizational culture, in this context, is characterized by multiple factors, including management principles, Hofstede's five cultural dimensions, and pay structures. These components collectively shape the work environment, thereby influencing employee commitment and retention, or in other words, employee loyalty. Additionally, job satisfaction functions as a mediating variable, bridging the relationship between organizational culture and job loyalty. The underlying premise is that a strong and positive organizational culture fosters higher job satisfaction, which, in turn, leads to greater employee loyalty. By examining these relationships, the framework (Figure 1) offers a structured approach to understanding how organizational dynamics impact employee commitment within the hospitality sector.

Figure1: Conceptual framework of the study



3. Methodology

3.1 Research design

This study employs a causal research design, aiming to investigate the relationship between organizational culture and job loyalty, with job satisfaction as a mediating factor, within the context of the hospitality

sector in Bangladesh. A quantitative research method was adopted, as it allows for objective analysis and the generalizability of findings (Malhotra, 2019). The cross-sectional nature of the study facilitates the examination of associations between the key variables at a given point in time. The selection of a survey-based approach was guided by its effectiveness in gathering primary data from a large sample, ensuring the reliability of statistical inferences (Saunders et al., 2023). Given that organizational culture, job satisfaction, and job loyalty are constructs; influenced by subjective experiences, self-administered questionnaires were deemed the most appropriate data collection tool.

3.2 Variables and Hypotheses development

This study examines the interplay between three key variables: dependent variable: job loyalty; independent variable: organizational culture (measured through management principles, Hofstede's five cultural dimensions, and pay structure); and mediating variable: job satisfaction. The hypotheses were developed based on the theoretical foundations outlined in the literature review section, drawing from Organizational Support Theory and Hofstede's Cultural Dimensions Theory.

3.3 Hypotheses and their linkages to literature

H1: *Organizational culture and job satisfaction in the hospitality industry correlate positively.*

According to the literature, a strong organizational culture creates a positive work environment, which, in turn, leads to enhanced job satisfaction (Hartnell, Ou, & Kinicki, 2011). Organizational culture defines how employees perceive their workplace and thus affects engagement and motivation (Naz et al., 2020). The Competing Values Framework also emphasizes that different types of cultures have diverse impacts on employee experiences.

H2: *Job satisfaction and job loyalty in the hospitality industry correlate positively.*

Phuong and Tran (2020) assert that job satisfaction is a key variable in the retention of employees, since those who express discontent are more prone to leave. Empirical evidence bolsters the claim that when workers feel valued and supported, their loyalty toward the organization increases (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019).

H3: *Organizational culture and job loyalty in the hospitality industry correlate positively.*

A clearly defined organizational culture enhances long-term employee commitment, leading to shared values, positive interactions in the workplace, and job stability (Alvesson & Berg, 2011). Hofstede's Cultural Dimensions illustrate how different cultural traits influence employee attachment to an organization.

H4: *Job satisfaction mediates the relationship between organizational culture and job loyalty.*

Indeed, the mediating role of job satisfaction has been so extensively studied in human resource literature that it has become a generalized rule: employees who are pleased with the work environment tend to maintain loyalty (Chan et al., 2011). The relationship between organizational culture and job loyalty is strengthened when job satisfaction acts as an intermediary factor (Judge, Zhang, & Glerum, 2020).

3.4 Population and Sampling technique

The study targets employees at The Westin Dhaka, a prominent hospitality establishment in Bangladesh. A judgmental sampling method was employed to choose participants, ensuring a representative sample across various job roles. The sample size was determined using Slovin's formula (Rajasekar & Verma, 2013), which calculates the required number of respondents based on the total population size and an acceptable margin of error. The formula used is $n = N / (1 + N e^2)$, where: n = number of samples, N = total population, e = error tolerance (0.05). Using this formula, the estimated sample size for this study was 109 employees.

3.5 Data collection

A structured questionnaire was distributed to the employees of The Westin Dhaka. The questionnaire was constructed to obtain responses related to organizational culture, job satisfaction, and job loyalty, using validated measurement scales. A five-point Likert scale was used, where 1 = Strongly Disagree and 5 = Strongly Agree, to better understand the perceptions of the employees. The sections of the questionnaire included: i) Demographic information – details regarding the employee profile, job designation, and tenure; ii) Organizational culture – a set of questions designed to measure cultural dimensions, management principles, pay structures, and relationships with customers; iii) Job satisfaction – variables measuring employees' contentment with working conditions, rewards, and recognition; and iv) Job loyalty – statements assessing employees' intent to stay, commitment, and trust toward the organization. A pilot study was conducted to fine-tune the initial questionnaire, ensuring clarity and eliminating ambiguities prior to actual data collection.

3.6 Measurement of constructs

To ensure the validity and reliability of this study, key constructs were measured using established scales from previous research:

- **Organizational Culture:** Assessed using dimensions derived from Hofstede's Cultural Dimensions Theory (Hofstede, 1980) and the Competing Values Framework (Gao, 2017). The measurement items focused on management principles, customer relationships, and cultural values shaping workplace behavior.
- **Job Satisfaction:** Measured using a modified version of the Job Satisfaction Survey (JSS) (Spector, 1997), which included factors such as pay structure, recognition, work-life balance, and career growth opportunities.
- **Job Loyalty:** Evaluated through indicators from the Organizational Commitment Questionnaire (OCQ) (Meyer & Allen, 1991), covering affective, continuance, and normative commitment.

To verify internal consistency, a Cronbach's alpha reliability test was conducted, with a threshold of 0.70 or higher indicating an acceptable level of reliability.

3.7 Data analysis technique

The data collected were analyzed using both descriptive and multivariate statistical techniques. The following methods were employed:

- Descriptive Statistics: Used to summarize the demographic profile of employees, providing insights into key characteristics such as tenure, role, and work experience.
- Exploratory Factor Analysis (EFA): Conducted to validate the measurement scales and identify underlying dimensions within the constructs.
- Structural Equation Modelling – Partial Least Squares (SEM-PLS): Used for hypothesis testing, as it allows for the examination of direct, indirect, and mediating effects among variables (Hair, Ringle, & Sarstedt, 2011).
- SmartPLS and SPSS (Version 27): Were utilized for statistical computations, ensuring robustness in the analysis and interpretation of results.

4. Analysis and Findings

A series of analyses was done in a guided manner to ensure that each statistical result is logically linked with the research objectives. This section comprises demographic analysis, sample adequacy testing, factor analysis, reliability and validity tests, hypothesis testing, and mediation analysis. The analysis starts with demographic profiling to establish the characteristics of the sample population and justify representativeness. Sample adequacy testing (KMO and Bartlett's test) is performed next to assert data suitability for factor analysis. Scree plot analysis indicates the number of factors retained, followed by Principal Component Analysis (PCA), which reduces dimensionality while preserving key constructs. The test for total variance explained assures that the components extracted explain a large portion of variance in the data. It explains how each survey item loads onto factors after rotation for conceptual clarity. Then, descriptive statistics show central tendencies and variability in responses. The measurement model assessment follows in sequence, including factor loadings, reliability (Cronbach's alpha, Composite Reliability), and convergent validity (AVE), along with discriminant validity (Fornell-Larcker, HTMT, and Cross Loadings) to ascertain the solidity of the constructs. After confirming the validity of the constructs, the structural model is tested via R-squared analysis to indicate explanatory power, followed by hypothesis testing through path coefficients that describe direct relationships. Finally, mediation analysis tests whether job satisfaction mediates the relationship between organizational culture and job loyalty, ensuring that the overall model fits with theoretical expectations and research objectives.

4.1 Demographic analysis

The demographic analysis provides an overview of the respondents' gender, age, educational qualifications, marital status, work experience, income level, and department. The findings presented in Table 1 offer insights into the workforce composition of The Westin Dhaka, which is essential for understanding and supporting the generalizability of the study's findings.

Table 1: Demographic Profile of the Respondents

| Area | Categories | Percentage |
|--------|------------|------------|
| Gender | Male | 43.8% |
| | Female | 56.3% |
| Age | 17-21 | 0% |
| | 22-26 | 62.5% |
| | 27-31 | 31.3% |
| | 32-36 | 6.8% |

| Area | Categories | Percentage |
|---------------------------|------------------------------|------------|
| | 37-41 | 0% |
| | 42-46 | 0% |
| | Above 46 | 0% |
| Marital Status | Single | 75% |
| | Married | 25% |
| Educational Qualification | HSC | 18.8% |
| | Bachelors | 68.8% |
| | Masters | 12.5% |
| Work Experience | Less than 1 year | 56.3% |
| | 1-2 years | 12.5% |
| | 3-4 years | 12.5% |
| | 5 years and above | 18.8% |
| Income Level | Less than 20000 | 20% |
| | 20000-40000 | 17.5% |
| | 40000-60000 | 25% |
| | 60000-80000 | 10% |
| | 80000-100000 | 20% |
| | Above 100000 | 7.5% |
| Department | Sales & Marketing | 56.3% |
| | IT Department | 6.3% |
| | Front Office | 12.5% |
| | House Keeping | 6.3% |
| | Finance Department | 12.5% |
| | Loss & Prevention Department | 6.3% |

4.2 Sample adequacy testing

For factor analysis to be effectively conducted, it is essential to establish sample adequacy and the correlation strength among variables. To ensure the suitability of the data, the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were applied. The KMO value obtained was 0.851, which surpasses the 0.70 threshold, confirming that the sample size is sufficient for factor analysis. Additionally, Bartlett's test of sphericity yielded a significance level of 0.000, indicating strong correlations among the variables. These findings (Table 2) confirm that the dataset meets the necessary conditions for Principal Component Analysis (PCA).

Table 2: KMO & Bartlett's Test results

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0.851 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3040.308 |
| | df | 435 |
| | sig. | 0.000 |

4.3 Scree Plot analysis

The number of factors to retain in the study is determined by examining the scree plot. The plot indicates that five factors lie above the eigenvalue threshold of 1.0 (Figure 2 in Appendix 1), confirming that the constructs—management principles, five cultural dimensions, pay structure, job satisfaction, and job loyalty—are statistically distinct.

4.4 Principal Component Analysis

Principal Component Analysis (PCA) is conducted to reduce dimensionality and identify the key components that contribute most significantly to the variation in the dataset. Community values were examined, with all values exceeding 0.50 (Table 3), confirming the retained variables' contribution to explaining the variance.

Table 3: Principal Component Analysis (Communalities)

| Items | Initial | Extraction | | Initial | Extraction |
|--|---------|------------|------|---------|------------|
| JS1 | 1.000 | .776 | FCD3 | 1.000 | .657 |
| JS2 | 1.000 | .699 | FCD4 | 1.000 | .666 |
| JS3 | 1.000 | .790 | FCD5 | 1.000 | .716 |
| JS4 | 1.000 | .730 | PS1 | 1.000 | .776 |
| JS5 | 1.000 | .820 | PS2 | 1.000 | .833 |
| JS6 | 1.000 | .776 | PS3 | 1.000 | .852 |
| JS7 | 1.000 | .733 | PS4 | 1.000 | .830 |
| JS8 | 1.000 | .809 | PS5 | 1.000 | .711 |
| MP1 | 1.000 | .749 | JL1 | 1.000 | .764 |
| MP2 | 1.000 | .834 | JL2 | 1.000 | .794 |
| MP3 | 1.000 | .798 | JL3 | 1.000 | .809 |
| MP4 | 1.000 | .760 | JL4 | 1.000 | .748 |
| MP5 | 1.000 | .711 | JL5 | 1.000 | .759 |
| FCD1 | 1.000 | .638 | JL6 | 1.000 | .743 |
| FCD2 | 1.000 | .736 | JL7 | 1.000 | .772 |
| Extraction Method: Principal Component Analysis. | | | | | |

4.5 Total Variance Explained

Variance analysis determines how much of the dataset's total variability is captured by the extracted factors. The cumulative percentage of variance explained by the five extracted components is 71.869% (see Table 4 in Appendix), indicating that the constructs account for a substantial proportion of the overall variance.

4.6 Rotated Component Matrix

The rotated component matrix is examined to identify the relationships between individual survey items and their corresponding factors. A Varimax rotation method was applied, ensuring clear separation among components. Only factor loadings greater than 0.70 were retained (Table 5), ensuring that only strongly correlated items contribute to each construct.

Table 5: Rotated Component Analysis

| | Component | | | | | |
|-----|-----------|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| JS1 | .767 | | | | | |
| JS2 | .775 | | | | | |
| JS3 | .767 | | | | | |
| JS4 | .741 | | | | | |
| JS5 | .783 | | | | | |
| JS6 | .821 | | | | | |
| JS7 | .761 | | | | | |

| | Component | | | | | |
|---|-----------|------|------|------|------|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| JS8 | .861 | | | | | |
| MP1 | | | .780 | | | |
| MP2 | | | .741 | | | |
| MP3 | | | .794 | | | |
| MP4 | | | .690 | | | |
| MP5 | | | .769 | | | |
| FCD1 | | | | | .734 | |
| FCD2 | | | | | .802 | |
| FCD3 | | | | | .759 | |
| FCD4 | | | | | .738 | |
| FCD5 | | | | | .789 | |
| PS1 | | | | .755 | | |
| PS2 | | | | .876 | | |
| PS3 | | | | .766 | | |
| PS4 | | | | .757 | | |
| PS5 | | | | .758 | | |
| JL1 | | .755 | | | | |
| JL2 | | .763 | | | | |
| JL3 | | .722 | | | | |
| JL4 | | .755 | | | | |
| JL5 | | .730 | | | | |
| JL6 | | .805 | | | | |
| JL7 | | .698 | | | | |
| Extraction Method: Principal Component Analysis. | | | | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | | | | |
| a. Rotation converged in 6 iterations. | | | | | | |

4.7 Descriptive statistics

Descriptive statistics provide insights into the central tendencies and variability of the constructs under investigation. The analysis includes mean, standard deviation, and range for each construct. The mean values suggest that respondents generally agree with statements related to organizational culture, job satisfaction, and job loyalty. Standard deviations indicate moderate dispersion, suggesting diversity in responses but no extreme variability (see Table 6 in Appendix).

4.8 Measurement model

The measurement model is evaluated based on factor loadings, composite reliability (CR), Cronbach's alpha, and the average variance extracted (AVE). All factors loading scores exceed 0.70, indicating strong individual contributions. All Variance Inflation Factor (VIF) values are below 5, indicating no collinearity issues. The analysis found Cronbach's alpha and Composite Reliability values above 0.70, ensuring reliability. In the case of AVE, all constructs meet the 0.50 threshold, indicating convergent validity (see Table 7 and Figure 2 for details).

Table 7: Measurement Model

| Construct | Code | Factor Loadings | VIF | Cronbach's Alpha | Rho_A | Composite Reliability | Average Variance Extracted |
|-------------------------|------|-----------------|-------|------------------|-------|-----------------------|----------------------------|
| Pay Structure | PS1 | 0.865 | 2.863 | 0.907 | 0.912 | 0.931 | 0.73 |
| | PS2 | 0.820 | 2.489 | | | | |
| | PS3 | 0.897 | 3.444 | | | | |
| | PS4 | 0.881 | 2.814 | | | | |
| | PS5 | 0.806 | 2.221 | | | | |
| Five Cultural Dimension | FCD1 | 0.731 | 1.702 | 0.847 | 0.866 | 0.891 | 0.62 |
| | FCD2 | 0.802 | 2.041 | | | | |
| | FCD3 | 0.820 | 2.002 | | | | |
| | FCD4 | 0.748 | 1.713 | | | | |
| | FCD5 | 0.831 | 1.949 | | | | |
| Job Loyalty | JL1 | 0.836 | 2.743 | 0.931 | 0.935 | 0.944 | 0.706 |
| | JL2 | 0.845 | 3.395 | | | | |
| | JL3 | 0.873 | 4.622 | | | | |
| | JL4 | 0.805 | 3.029 | | | | |
| | JL5 | 0.855 | 3.146 | | | | |
| | JL6 | 0.808 | 2.600 | | | | |
| | JL7 | 0.858 | 4.418 | | | | |
| Job Satisfaction | JS1 | 0.856 | 3.246 | 0.943 | 0.945 | 0.953 | 0.715 |
| | JS2 | 0.808 | 2.960 | | | | |
| | JS3 | 0.837 | 3.592 | | | | |
| | JS4 | 0.840 | 3.115 | | | | |
| | JS5 | 0.855 | 4.455 | | | | |
| | JS6 | 0.852 | 3.772 | | | | |
| | JS7 | 0.847 | 3.534 | | | | |
| | JS8 | 0.871 | 4.063 | | | | |
| Management Principle | MP1 | 0.845 | 2.539 | 0.9 | 0.901 | 0.926 | 0.714 |
| | MP2 | 0.861 | 2.950 | | | | |
| | MP3 | 0.883 | 2.887 | | | | |
| | MP4 | 0.835 | 2.462 | | | | |
| | MP5 | 0.799 | 2.095 | | | | |

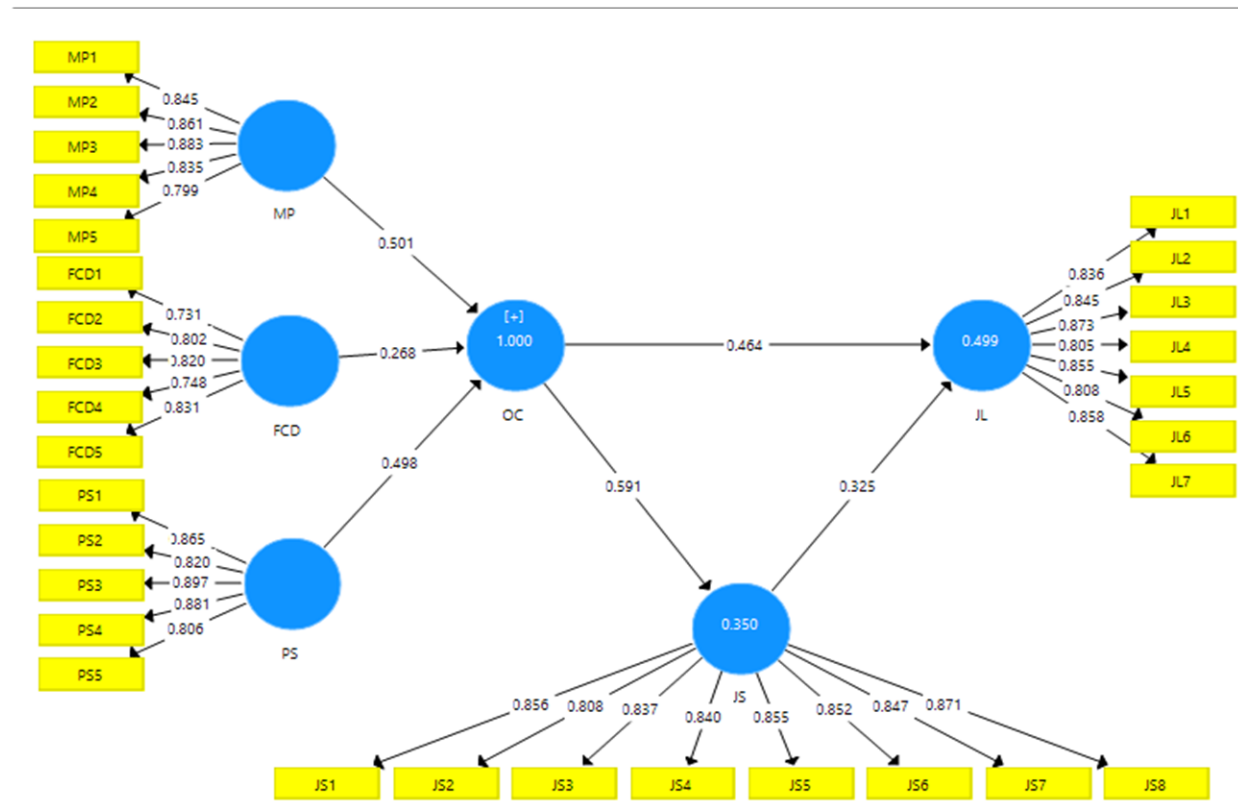


Figure 2: Graphical presentation of measurement model

4.9 Discriminant validity analysis

Discriminant validity in this study is evaluated using cross-loading scores, the Fornell-Larcker criterion, and the Heterotrait-Monotrait Ratio (HTMT). The results are outlined in the subsequent sections. Cross-loadings demonstrate that each item loads more strongly on its designated construct than on any other, confirming discriminant validity (Table 8). The Fornell-Larcker test further supports this validity by showing that the square root of AVE values surpasses inter-construct correlations (Table 9). Lastly, HTMT values remain below the 0.90 threshold (Table 10), affirming that the constructs are empirically distinct.

Table 8: Cross Loadings

| | FCD | JL | JS | MP | PS | | FCD | JL | JS | MP | PS |
|------|-------|-------|-------|-------|-------|-----|-------|-------|-------|-------|-------|
| FCD1 | 0.731 | 0.243 | 0.118 | 0.206 | 0.046 | JS4 | 0.303 | 0.532 | 0.84 | 0.509 | 0.496 |
| FCD2 | 0.802 | 0.306 | 0.196 | 0.195 | 0.099 | JS5 | 0.192 | 0.496 | 0.855 | 0.453 | 0.483 |
| FCD3 | 0.82 | 0.365 | 0.234 | 0.354 | 0.229 | JS6 | 0.237 | 0.502 | 0.852 | 0.348 | 0.436 |
| FCD4 | 0.748 | 0.365 | 0.182 | 0.19 | 0.169 | JS7 | 0.16 | 0.542 | 0.847 | 0.478 | 0.442 |
| FCD5 | 0.831 | 0.369 | 0.193 | 0.287 | 0.257 | JS8 | 0.126 | 0.459 | 0.871 | 0.388 | 0.404 |
| JL1 | 0.344 | 0.836 | 0.45 | 0.456 | 0.46 | MP1 | 0.252 | 0.478 | 0.413 | 0.845 | 0.478 |
| JL2 | 0.306 | 0.845 | 0.525 | 0.458 | 0.479 | MP2 | 0.258 | 0.543 | 0.472 | 0.861 | 0.45 |
| JL3 | 0.436 | 0.873 | 0.564 | 0.483 | 0.34 | MP3 | 0.325 | 0.532 | 0.463 | 0.883 | 0.485 |
| JL4 | 0.318 | 0.805 | 0.461 | 0.409 | 0.402 | MP4 | 0.194 | 0.422 | 0.496 | 0.835 | 0.549 |
| JL5 | 0.371 | 0.855 | 0.492 | 0.455 | 0.528 | MP5 | 0.342 | 0.373 | 0.325 | 0.799 | 0.429 |

| | FCD | JL | JS | MP | PS | | FCD | JL | JS | MP | PS |
|-----|-------|-------|-------|-------|-------|-----|-------|-------|-------|-------|-------|
| JL6 | 0.191 | 0.808 | 0.442 | 0.418 | 0.415 | PS1 | 0.257 | 0.493 | 0.549 | 0.442 | 0.865 |
| JL7 | 0.491 | 0.858 | 0.57 | 0.575 | 0.445 | PS2 | 0.078 | 0.337 | 0.288 | 0.358 | 0.82 |
| JS1 | 0.197 | 0.546 | 0.856 | 0.47 | 0.507 | PS3 | 0.16 | 0.486 | 0.546 | 0.472 | 0.897 |
| JS2 | 0.16 | 0.449 | 0.808 | 0.398 | 0.385 | PS4 | 0.252 | 0.498 | 0.482 | 0.57 | 0.881 |
| JS3 | 0.224 | 0.509 | 0.837 | 0.409 | 0.427 | PS5 | 0.164 | 0.397 | 0.383 | 0.553 | 0.806 |

Table 9: Fornell-Larcker Criterion

| | FCD | JL | JS | MP | PS |
|-----|-------|-------|-------|-------|-------|
| FCD | 0.787 | | | | |
| JL | 0.425 | 0.84 | | | |
| JS | 0.24 | 0.599 | 0.846 | | |
| MP | 0.324 | 0.557 | 0.515 | 0.845 | |
| PS | 0.219 | 0.522 | 0.533 | 0.566 | 0.855 |

Table 10: HTMT Analysis

| | FCD | JL | JS | MP | PS |
|-----|-------|-------|-------|------|----|
| FCD | | | | | |
| JL | 0.463 | | | | |
| JS | 0.259 | 0.633 | | | |
| MP | 0.359 | 0.603 | 0.553 | | |
| PS | 0.245 | 0.563 | 0.565 | 0.62 | |

4.10 Structural model

Under the structural model, this study conducted R-squared analysis, tested the hypotheses using path coefficients, and finally evaluated the mediating effect of job satisfaction through mediation analysis.

4.10.1 R-Square analysis

The R-squared values indicate the proportion of variance in job satisfaction (0.350) and job loyalty (0.499) explained by the independent variables (Table 11), confirming a moderate explanatory power.

Table 11: R-square Values

| Construct | R Square | R Square Adjusted |
|-----------|----------|-------------------|
| JL | 0.499 | 0.490 |
| JS | 0.350 | 0.344 |
| OC | 1 | 1 |

4.10.2 Hypothesis testing

Path analysis (Table 12) was conducted to assess the direct relationships among variables. The results support the hypotheses as follows:

- H1: Organizational culture → Job satisfaction ($\beta = 0.583$, $p < 0.001$) → Supported
- H2: Job satisfaction → Job loyalty ($\beta = 0.328$, $p = 0.022$) → Supported
- H3: Organizational culture → Job loyalty ($\beta = 0.465$, $p < 0.001$) → Supported

Table 12: Path Coefficients

| Path Coefficients | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| OC -> JL | 0.465 | 0.487 | 0.088 | 5.28 | 0.001 |
| OC -> JS | 0.583 | 0.587 | 0.085 | 6.826 | 0.001 |
| JS -> JL | 0.328 | 0.291 | 0.143 | 2.295 | 0.022 |

4.10.3 Mediating effect analysis

The mediating effect of job satisfaction in the relationship between organizational culture and job loyalty was tested. The results (Table 13) confirm that job satisfaction significantly mediates this relationship ($\beta = 0.191$, $p = 0.048$), validating H4.

Table 13: Mediation Analysis

| Hypothesis | Path | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|------------|----------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| H4 | OC -> JS -> JL | 0.191 | 0.183 | 0.097 | 1.978 | 0.048 |

5. Discussion

The study sought to explore the nexus between organizational culture and employees' job loyalty, with a particular emphasis on the mediating role of job satisfaction. The findings offer valuable theoretical and practical insights into how organizational culture influences employee commitment, highlighting the critical role of job satisfaction in strengthening this relationship. The acceptance of all hypotheses confirms that a positive organizational culture significantly enhances job loyalty, with job satisfaction serving as a *crucial* mediator.

5.1 Influence of organizational culture on job loyalty

The results confirmed that organizational culture has a strong positive impact on job loyalty, supporting prior research suggesting that a supportive, inclusive, and value-driven organizational culture fosters employee commitment (Schein, 2010; Cameron & Quinn, 2011). This study demonstrates that employee development, recognition, and shared values within an organization significantly enhance employees' emotional attachment and commitment. When an organization has its values and practices deeply embedded in the workplace, employees become more committed, thereby strengthening the organizational culture, which serves as an effective retention strategy. This model is consistent with Meyer and Allen's (1991) Three-Component Model of Organizational Commitment, where affective commitment is emphasized as a determinant of job loyalty. Employees with a strong perception of cultural fit develop long-term feelings of attachment and loyalty towards their organization, reducing turnover and increasing workplace stability. Conversely, organizations with rigid, uninspiring, or unsupportive cultures struggle to

retain employees, as disengaged workers often seek alternative environments where they feel a greater sense of belonging.

5.2 The mediating role of job satisfaction

The study verified that job satisfaction acts as a significant mediator in the relationship between organizational culture and job loyalty. This suggests that a positive work culture alone is insufficient to guarantee employee loyalty unless workers are also satisfied with their jobs. These findings support Herzberg's (1968) Two-Factor Theory, which identifies job satisfaction as a core determinant of employee motivation and retention. Employees who feel valued and recognized in their work environment are more likely to exhibit greater organizational commitment and lower turnover intentions. In addition, these findings align with Social Exchange Theory (Cropanzano & Mitchell, 2005), which posits that employees respond positively to organizations that provide favorable working conditions. When an organization fosters trust, open communication, and professional development opportunities, employees perceive it as supportive and reciprocate with increased loyalty. Conversely, even within a positive organizational culture, a lack of job satisfaction can lead to disengagement and limited organizational commitment in the long run.

The strong mediating effect of job satisfaction provides practical insights for organizations. Simply establishing a strong organizational culture is not sufficient to improve retention; organizations must also invest in workplace conditions that foster job satisfaction. This includes fair pay, career development opportunities, employee recognition programs, and a healthy work-life balance. These factors intricately and dynamically influence employee loyalty and retention.

5.3 Comparative analysis with existing literature

The study findings align with Denison's model of organizational culture, particularly regarding the role of adaptability, consistency, involvement, and mission in shaping employee attitudes. A culture that promotes participation, shared values, and employee empowerment directly contributes to higher levels of job satisfaction and loyalty. These findings further support Deal and Kennedy's (1982) argument that workplace culture has a major impact on employee commitment, highlighting the importance of aligning employees culturally to enhance retention. This study also extends prior research in the hospitality industry, where high staff turnover has been consistently linked to long working hours, stressful conditions, and limited career advancement opportunities (Stamolampros et al., 2019). The findings indicate that organizations in the hospitality industry must go beyond monetary incentives and strengthen cultural aspects that foster job satisfaction and commitment.

5.4 Implications of findings on employee retention

By extending the broader understanding of how organizational culture and job satisfaction interact to drive employee loyalty, particularly in industries with high turnover rates, this study makes a valuable contribution to existing literature. Organizations that fail to cultivate a cohesive, engaging, and employee-centered culture are likely to experience increased attrition, as employees seek workplaces that offer better cultural alignment and job satisfaction. The results also highlight the need to customize organizational culture initiatives to align with employees' perceptions. What works for the organization as a whole may not necessarily be effective for different employee groups, as workers prioritize different

aspects of culture and job satisfaction. For example, some employees may prioritize career development opportunities; others may prefer flexible work arrangements, while some might value supportive leadership. Understanding these differences allows organizations to develop targeted retention strategies that appeal to a diverse workforce.

6. Conclusion, Implications, and Limitations

6.1 Conclusion

The findings of this study provide valuable insights for organizational leaders, HR professionals, and policymakers seeking to enhance employee loyalty. First and foremost, the results clearly indicate that organizations aiming to improve retention must prioritize the development of a strong organizational culture that fosters job satisfaction. Managers should be encouraged to create an environment that values employees' contributions and aligns with their personal and professional aspirations. Some practical interventions that can significantly increase job satisfaction include providing regular performance feedback, recognizing employee achievements, creating career development opportunities, and establishing transparent communication channels. In addition, organizations are encouraged to invest in leadership training programs to ensure that managerial practices reflect employee engagement principles and cultural inclusiveness, both of which have been shown to enhance job satisfaction and commitment (Cameron & Quinn, 2011). A high turnover rate can be effectively reduced by fostering a supportive and engaging workplace culture, which, in turn, boosts employee morale and drives organizational success.

6.2 Theoretical Implications

By empirically supporting vital theoretical tenets, the study makes major contributions to knowledge in organizational behavior, culture, and employee retention. Firstly, the findings outline that organizational culture plays a critical role in shaping employee attitudes and behaviors. The results confirm that a positive organizational culture greatly enhances job loyalty among employees, thus extending the foundational work on the theory of organizational culture (Schein, 2010; Cameron & Quinn, 2011). From these results, it also emerges that values, norms, and practices in the workplace are primary determinants of employee outcomes, thereby strengthening previous studies on the impact of cultural alignment on retention. Secondly, the study provides a theoretical advancement in understanding the organizational culture–job loyalty relationship by highlighting job satisfaction as a significant mediator. Thus, the framework has been extended theoretically, with job satisfaction incorporated as a key mechanism through which organizational culture influences employee commitment. This finding is particularly relevant to Herzberg's Two-Factor Theory (Herzberg, 1968), which considers job satisfaction a primary motivator for employees to stay in an organization. By demonstrating that job satisfaction reinforces the effect of organizational culture on loyalty, the study underscores the need to include satisfaction-based variables in models explaining employee retention. Finally, the findings also contribute to Cropanzano and Mitchell's (2005) Social Exchange Theory by demonstrating that employees positively reciprocate towards organizations whose work environments provide them with satisfaction. This theoretical contribution further bolsters the argument that organizational culture and employee satisfaction—combined, not in isolation—enhance workplace loyalty.

6.3 Limitations and Future Research Directions

While this study makes beneficial contributions, it is not without limitations. The cross-sectional design does not allow for the solid establishment of causal relationships concerning predictors, as the data were collected at a single point in time. Longitudinal studies would be more appropriate for future research to assess how organizational culture, job satisfaction, and job loyalty evolve over time. Additionally, the sample size of this study was comparatively small and limited to the hospitality sector in Bangladesh, which may hinder the generalization of findings. Future research should examine these relationships across diverse industries and cultural settings to enhance external validity. Moreover, this study relied solely on a quantitative approach. While this ensures statistical robustness, it does not capture deeper insights into employees' perceptions (Saunders et al., 2023). A mixed-method approach, incorporating qualitative techniques, could provide richer insight into the factors influencing job loyalty. Finally, future studies should consider investigating additional mediating or moderating variables—for instance, leadership style, work-life balance, or organizational justice—to develop a more comprehensive framework for understanding employee retention.

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Conflicts of Interest

The authors declare no conflict of interest.

Citation

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Appendix

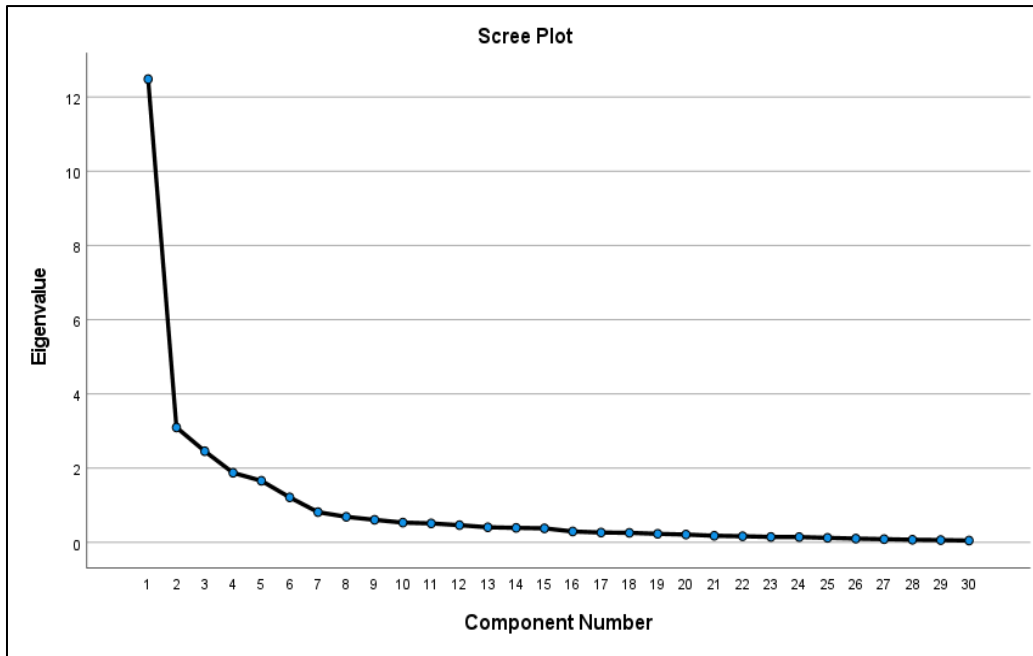


Figure 2: Scree Plot (referred to section 4.3 Scree Plot Analysis)

Table 1: Total Variance Explained (referred to section 4.5)

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 12.483 | 41.610 | 41.610 | 12.483 | 41.610 | 41.610 | 6.012 | 20.041 | 20.041 |
| 2 | 3.098 | 10.327 | 51.937 | 3.098 | 10.327 | 51.937 | 4.695 | 15.650 | 35.691 |
| 3 | 2.457 | 8.191 | 60.128 | 2.457 | 8.191 | 60.128 | 3.762 | 12.538 | 48.229 |
| 4 | 1.876 | 6.253 | 66.381 | 1.876 | 6.253 | 66.381 | 3.621 | 12.069 | 60.298 |
| 5 | 1.661 | 5.537 | 71.918 | 1.661 | 5.537 | 71.918 | 3.417 | 11.391 | 71.689 |
| 6 | .816 | 2.721 | 78.687 | | | | | | |
| 7 | .690 | 2.299 | 80.986 | | | | | | |
| 8 | .609 | 2.030 | 83.016 | | | | | | |
| 19 | .534 | 1.780 | 84.796 | | | | | | |
| 10 | .512 | 1.708 | 86.504 | | | | | | |
| 11 | .465 | 1.551 | 88.054 | | | | | | |
| 12 | .408 | 1.360 | 89.414 | | | | | | |
| 13 | .392 | 1.308 | 90.722 | | | | | | |
| 14 | .379 | 1.264 | 91.986 | | | | | | |

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 15 | .295 | .984 | 92.970 | | | | | | |
| 16 | .266 | .888 | 93.858 | | | | | | |
| 17 | .258 | .861 | 94.719 | | | | | | |
| 18 | .232 | .773 | 95.492 | | | | | | |
| 19 | .212 | .708 | 96.200 | | | | | | |
| 20 | .180 | .599 | 96.799 | | | | | | |
| 21 | .167 | .556 | 97.354 | | | | | | |
| 22 | .148 | .493 | 97.848 | | | | | | |
| 23 | .144 | .482 | 98.329 | | | | | | |
| 24 | .123 | .411 | 98.741 | | | | | | |
| 25 | .103 | .345 | 99.085 | | | | | | |
| 26 | .088 | .294 | 99.379 | | | | | | |
| 27 | .073 | .242 | 99.621 | | | | | | |
| 28 | .063 | .210 | 99.831 | | | | | | |
| 29 | .051 | .169 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Table 2: Descriptive Table (referred to section 4.7)

| Construct | Code | Mean | Median | Min | Max | Standard Deviation | Number of Observations Used |
|--------------------------|------|-------|--------|-----|-----|--------------------|-----------------------------|
| Pay Structure | PS1 | 4.2 | 4 | 3 | 5 | 0.748 | 109 |
| | PS2 | 4.267 | 4 | 3 | 5 | 0.727 | 109 |
| | PS3 | 4.2 | 4 | 2 | 5 | 0.792 | 109 |
| | PS4 | 4.233 | 4 | 3 | 5 | 0.667 | 109 |
| | PS5 | 4.167 | 4 | 3 | 5 | 0.637 | 109 |
| Five Cultural Dimensions | FCD1 | 3.9 | 4 | 3 | 5 | 0.7 | 109 |
| | FCD2 | 4.067 | 4 | 2 | 5 | 0.727 | 109 |
| | FCD3 | 4.133 | 4 | 3 | 5 | 0.67 | 109 |
| | FCD4 | 3.933 | 4 | 2 | 5 | 0.727 | 109 |
| | FCD5 | 4.233 | 4 | 3 | 5 | 0.667 | 109 |
| Job Loyalty | JL1 | 4 | 4 | 3 | 5 | 0.775 | 109 |
| | JL2 | 3.833 | 4 | 3 | 5 | 0.687 | 109 |
| | JL3 | 3.793 | 4 | 1 | 5 | 0.979 | 109 |
| | JL4 | 3.733 | 4 | 2 | 5 | 1.062 | 109 |
| | JL5 | 3.3 | 3 | 1 | 5 | 0.936 | 109 |
| | JL6 | 4 | 3 | 2 | 5 | 0.665 | 109 |
| | JL7 | 3.53 | 3 | 3 | 5 | 0.785 | 109 |
| Job Satisfaction | JS1 | 4.167 | 4 | 3 | 5 | 0.637 | 109 |
| | JS2 | 3.6 | 4 | 2 | 5 | 0.917 | 109 |
| | JS3 | 3.933 | 4 | 2 | 5 | 0.964 | 109 |

| | | | | | | | |
|----------------------|-----|-------|---|---|---|-------|-----|
| | JS4 | 4 | 4 | 3 | 5 | 0.647 | 109 |
| | JS5 | 4.16 | 4 | 2 | 5 | 0.700 | 109 |
| | JS6 | 3.6 | 3 | 1 | 5 | 0.852 | 109 |
| | JS7 | 3.56 | 3 | 2 | 5 | 0.725 | 109 |
| | JS8 | 3.7 | 3 | 3 | 5 | 0.824 | 109 |
| Management Principle | MP1 | 3.967 | 4 | 2 | 5 | 0.912 | 109 |
| | MP2 | 4.3 | 4 | 3 | 5 | 0.737 | 109 |
| | MP3 | 3.867 | 4 | 2 | 5 | 0.884 | 109 |
| | MP4 | 3.967 | 4 | 2 | 5 | 0.836 | 109 |
| | MP5 | 4 | 4 | 2 | 5 | 1 | 109 |