Chapter 2

Workplace-related Factors Influencing Employee Loyalty and Job Performance in Human-centric Organizations

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2.1. Introduction

Employee loyalty to the organization is a complex construct that can be shaped by many different variables (Antoncic and Antoncic, 2011; Dutta and Dhir, 2021). However, in times when the human-centric management paradigm is emphasized, as previously outlined in the Preface and the preceding chapter (Gallup, 2023, p. 4; Stor, 2023, pp. 96-97), this loyalty takes on special significance, particularly with connection to employee job performance (Ateeq et al., 2023; Guillon and Cezanne, 2014; Rahimpour et al., 2020).

Understanding the intricate nature of employee loyalty and its heightened importance within a human-centric management framework provides a solid foundation for delving

deeper into how organizations can effectively cultivate such loyalty. This emphasis on human--centricity heralds a shift in perspective, suggesting that the dynamics of employee loyalty and job performance are not merely outcomes of individual predispositions but are significantly influenced by the organizational environment and its alignment with human--centric principles.

The exploration of workplace-related factors in this context becomes crucial, offering insights into how a supportive and engaging work environment can enhance employee loyalty and, by extension, job performance. This approach aligns with the growing recognition that employee well-being and organizational success are not mutually exclusive but are, in fact, deeply interconnected (Białas et al., 2023; Molek-Winiarska and Mikołajczyk, 2022). By focusing on the human aspects of the workplace, organizations can unlock the full potential of their workforce, fostering a culture of loyalty and high performance that is responsive to the challenges and opportunities of the contemporary business landscape (Haromszeki, 2023; Stor, 2023a).

Hence, **the main goal of this chapter** is to identify, analyze, and diagnose the impact of the selected workplace-related factors on employee loyalty to their organizations and then, in consequence, the effect of this loyalty on their job performance, in the context of the emerging human-centric management paradigm. To accomplish this goal, the subsequent structure has been established for this part of the monograph. Initially, the basic theoretical principles of the phenomenon under investigation will be outlined. For this reason, attention will be focused on identifying those work-related factors that, based on the literature review, are expected to have a positive effect on employee loyalty to the organization. Additionally, the expected relation between employee loyalty to the organization and employee job performance will be mentioned. Next, the methodics of the empirical research will be described. This includes formulating **the research problem**, which is to determine the relationships between the selected workplace-related factors and employee loyalty to their organizations and employee job performance from the perspective of the emerging human--centric management paradigm. Subsequently, the outcomes of these studies and the key conclusions drawn from them will be presented.

2.2. The Theoretical Framework for the Variables under Study

Understanding the impact of work-related factors on employee loyalty necessitates a comprehensive exploration, rooted in academic research. As we delve into the nuances of how various aspects of employment influence loyalty, it's clear that these elements collectively contribute to shaping an employee's commitment to their organization (Brachle and Waples, 2023; Caliskan et al., 2024; Huaman-Ramirez and Lahlouh, 2023).

Recognition and professional esteem stand out as foundational for fostering loyalty. Employees who perceive their achievements and contributions as valued by the organization tend to exhibit higher levels of engagement (Davis et al., 2024) and loyalty (Alhajaj and

Ahmad, 2023; Hollingshead and Wohl, 2024; Sun, 2019). This sense of appreciation can be manifested through various means, including direct acknowledgment, awards, and commendations from leadership (Haromszeki, 2024; Minei et al., 2018; Russ-Eft and Alizadeh, 2024). Such actions demonstrate to employees that their work matters, significantly boosting their commitment to the organization.

Work-life balance is another crucial factor influencing loyalty (Pradhan et al., 2016). Organizations that offer flexible work arrangements and prioritize employees' personal time not only support their staff in managing life outside work but also convey a message that the employee's overall well-being is important. This approach leads to greater loyalty as employees feel respected and valued beyond their professional contributions (Albrecht et al., 2024).

The emphasis on health and safety, particularly in the context of recent global challenges, has become increasingly significant. Implementing strict health protocols and ensuring a safe work environment are ways organizations can show they care about their employees' health. This concern for well-being directly translates into increased loyalty from employees who feel protected and valued (Hollingshead and Wohl, 2024).

Fair compensation and comprehensive benefits are essential for attracting and retaining talent. More than just a tool for recruitment, these factors play a crucial role in building loyalty. Employees who feel fairly compensated and supported through meaningful benefits packages are more likely to develop a deep sense of loyalty to their organization (Eversole et al., 2012).

To fully grasp the spectrum of work-related factors affecting employee loyalty, it's essential to delve into the specifics of compensation details, an aspect not deeply explored previously. This includes performance bonuses (De Waal and Jansen, 2013), travel allowances (Bücker et al., 2020), and employee stock ownership plans (Poutsma et al., 2017; Weltmann et al., 2015). These elements extend beyond basic salary and benefits, offering insights into the nuanced ways financial incentives and rewards can foster a sense of appreciation and belonging among employees.

Performance bonuses reflect the organization's acknowledgment of individual contributions to its success, directly rewarding exceptional performance and thereby enhancing loyalty (De Waal and Jansen, 2013). Travel allowances recognize the effort and time employees dedicate to commuting or business travel, easing the associated burdens and contributing to job satisfaction (Bücker et al., 2020). Employee stock ownership plans align employees' interests with the long-term success of the organization, offering a tangible stake in its growth and prosperity. This sense of ownership encourages deeper engagement and loyalty as employees see their efforts contributing directly to the company's success (Poutsma et al., 2017; Weltmann et al., 2015).

Exploring further into the workplace environment and the amenities provided, certain specifics such as catering facilities and the physical workspace's contribution to making employees feel proud play a significant role in fostering employee loyalty. A well-designed and comfortable workspace not only enhances productivity but also instills a sense of pride among employees. Facilities that are aesthetically pleasing and functional contribute to a positive

daily work experience, making employees more enthusiastic about coming to work and identifying with their organization (Gao et al., 2022; Nappi et al., 2020).

Similarly, catering facilities that offer healthy and diverse food options reflect the organization's care for employee well-being and satisfaction (Candido et al., 2020). These amenities, often overlooked, can significantly impact employees' perceptions of their workplace, contributing to a broader sense of belonging and loyalty. The availability of such facilities within the work environment demonstrates an organization's commitment to catering to the holistic needs of its employees, beyond just the work they perform.

Integrating attention to detail in the design of the physical workspace and providing quality catering facilities underscores an organization's dedication to creating a supportive and engaging work environment. This approach aligns with the broader human-centric management principles, where the well-being and satisfaction of employees are central to organizational success (Baykal Uluoz and Inalhan, 2024).

Opportunities for professional development signal to employees that the organization is invested in their future. Access to training and clear paths for career advancement not only encourage employees to grow within the company but also foster a sense of belonging and loyalty as they see themselves as integral parts of the organization's long-term vision (Garavan et al., 2023; Haromszeki, 2024).

The workplace environment and amenities significantly affect the daily experience of employees. A positive and supportive physical environment, complemented by amenities that meet employees' needs, contributes to a constructive organizational culture (Haromszeki and Listwan, 2019). Such an environment enhances loyalty by making employees feel valued and supported (Awwad et al., 2023).

Lastly, supportive leadership is crucial for nurturing loyalty. Leaders who are accessible, supportive, and engage in open communication with their staff build trust and respect. Practices that include regular feedback and involve employees in decision-making processes strengthen employees' sense of value and loyalty to the organization (Haromszeki, 2014; Saleem et al., 2023; Tremblay et al., 2019).

Through a thorough understanding of these factors, organizations can create a work environment that not only attracts but retains a loyal and engaged workforce. This detailed approach highlights the complexity of employee loyalty, revealing it as a multifaceted outcome influenced by various work-related aspects (Antoncic and Antoncic, 2011).

The nexus between employee loyalty to a company and job performance represents a critical area of organizational dynamics, highlighting how deep-rooted commitment can significantly enhance work outcomes. This causal relationship underscores that employees with a strong sense of loyalty towards their organization invariably see this reflected in their job performance through various positive mechanisms (Stor, 2023b, 2023c).

Loyalty cultivates an environment where employees are motivated not solely by external rewards but by a deeper connection to the organization's mission and values. This intrinsic motivation leads to discretionary effort, with employees willingly exceeding their job requirements, thereby contributing to innovation, efficiency, and overall superior performance. Their commitment encourages them to seek out creative solutions, proactively address challenges, and foster a culture of continuous improvement (Contreras-Cruz et al., 2023).

Moreover, loyal employees often adopt a long-term perspective regarding their role within the organization, aligning their personal goals with those of the company. This alignment results in a higher quality of work, meticulous attention to detail, and a proactive stance towards tasks that, although not immediately rewarding, are crucial for the organization's prolonged success. The spirit of collaboration among loyal employees further enhances knowledge sharing, boosting team performance and driving collective achievements (Sang et al., 2019).

A significant byproduct of high employee loyalty is reduced turnover, which directly benefits organizational performance. Lower turnover rates ensure continuity, preserving institutional knowledge and enabling smoother team dynamics—elements crucial for sustaining high performance levels across the organization. Additionally, a loyal workforce elevates the organization's external reputation, attracting top talent and potentially new clients through positive endorsements, further reinforcing a high-performance organizational culture (Alhajaj and Ahmad, 2023).

In essence, the multifaceted positive impact of employee loyalty on job performance underscores the importance of fostering a work environment that cultivates loyalty. This is not solely for the inherent value of a committed workforce but for the tangible performance enhancements it brings to the organization. Cultivating a loyal workforce thus emerges as a strategic imperative for organizations aiming to boost their overall performance and secure a competitive advantage, highlighting loyalty as a cornerstone of organizational success and sustainability (Stor, 2024).

In summarizing the exploration into the theoretical framework of the variables under study, it becomes evident that the factors influencing employee loyalty are integral to enhancing job performance within human-centric organizations. This comprehensive analysis reveals that loyalty is not a standalone attribute but is intricately linked to a myriad of work-related factors, each contributing to the development of a deeply committed and high-performing workforce. From recognition and professional esteem to the physical workspace and leadership support, every aspect plays a vital role in nurturing an environment where loyalty and performance flourish in tandem.

2.3. The Methodics of the Conducted Empirical Research

The research presented in this chapter, operating under the auspices of the Ministry of Education, Science, Research, and Sport of the Slovak Republic and in collaboration with the Slovak Academy of Sciences, is part of a more comprehensive international research project funded by the Scientific Grant Agency (VEGA) titled Research and Analysis of Employment Strategies in V4 Countries. The grant number for this project is VEGA 1/0688/21, therefore, it is the same project referred to in the previous part of the monograph. As said there, this broader project encompasses several Central European countries (*c.f.* Poór et al., 2023a, Poór et al., 2023b), however, here only the findings from Poland are presented.

Table 4. The structure of a research sample of 300 individuals

Category of Characteristics	Precise Characteristics	Number of employees	Percentage of total
Job category	Manual worker	79	26.33
	Professional	118	39.33
	Junior manager	25	8.33
	Middle manager	38	12.67
	Senior manager	11	13.33
Age range	18-29 years	67	22.33
	30-39 years	71	23.67
	40-59 years	85	28.33
	above 60 years	77	25.67
Level of education	Primary/elementary school	2	0.67
	Trade school/vocational qualification	57	19.00
	High school	83	27.67
	Post-secondary vocational	27	9.00
	Bachelor's degree	34	11.33
	Master's degree	86	28.67
	Ph.D. or above	11	3.67
Distance from the workplace	IIn the same municipality, within 25 km of the workplace	224	74.67
	In the same municipality, more than 25 km from the workplace	15	5.00
	In another municipality, within 25 km of the workplace	23	7.67
	In another municipality, more than 25 km from the workplace	38	12.67
	In another municipality, more than 50 km from the workplace	0	0.00
	In another municipality, more than 100 km from the workplace	0	0.00
Income	Well below average	24	8.00
	Below average	71	23.67
	Average	137	45.67
	Above average	48	16.00
	Well above average	20	6.67
Years of work experience	Less than 5 years	43	14.33
	At least 5 but less than 10 years	42	14.00
	At least 10 but less than 20 years	51	17.00
	At least 20 but less than 30 years	49	16.33
	At least 30 but less than 40 years	68	22.67
	At least 40 years	47	15.67

Source: own empirical research.

The main research problem, as mentioned in Introduction, was to determine the relationships between the selected workplace-related factors and employee loyalty to their organizations and employee job performance from the perspective of the emerging human-centric management paradigm. To achieve this goal, **eight research questions** were formulated as follows:

1. What are the basic workplace-related factors that influence employee loyalty to their organizations?
2. What is the significance of these factors in terms of their ability to predict employees' loyalty to the organization?
3. Is it possible to group these factors into specific categories of influencers? If so, what are those categories?
4. Can different segments of employees be distinguished based on their valuation of selected workplace-related factors affecting their loyalty?
5. Does an employee's loyalty to the organization affect their job performance? What is the strength of this influence?
6. What do the above findings indicate about employee expectations towards a concept in which the human is at the center of the organization?
7. What is the significance of these findings for organizations that want to place humans at their core?
8. What do these findings mean for a human-centric management paradigm?

Based on the literature review, 25 workplace-related factors that influence employee loyalty were identified as the most significant in the human centric era. They are presented in Table 6. The respondents rated them on a 10-point scale, where 1 meant major shortcomings and 10 no shortcomings. Regarding the other two key variables, they were also assessed on 10-point scales. In the case of employee loyalty to the organization, 1 indicated no loyalty at all, and 10 indicated full loyalty. As for employee job performance, 1 signified complete underperformance, and 10 represented the best effort to perform well. At this point, it should also be clarified that these variables were evaluated across five job categories, namely, manual workers, professionals, junior managers, middle managers, and senior managers.

In the empirical study, 300 individual respondents participated. The research sample was diverse in terms of the respondents' age, their level of education, years of professional experience, the type of work they performed, income from that work, and the distance between their workplace and place of residence. Detailed data regarding the characteristics of the research sample are included in Table 4. The research was conducted in the fourth quarter of 2022 and employed the Computer-Aided Telephone Interviewing (CATI) method, using a structured questionnaire for data collection.

Regarding the statistical analyses conducted, in addition to descriptive statistics, some more advanced developments were used. In order to investigate the factors influencing employee loyalty to their organization, a linear regression analysis was conducted. The analysis revealed a nuanced picture of how different aspects of the work environment contribute to

employee loyalty. However, the model's overall fit, as indicated by the R^2 value, suggested limitations in explaining the variability of loyalty solely based on these factors. This outcome highlighted the complex and multifaceted nature of employee loyalty, suggesting that linear relationships might not fully capture the dynamics at play. Consequently, while the linear regression provided valuable preliminary insights, further analysis using more sophisticated models and methods was deemed necessary to fully understand the drivers of employee loyalty. This is why the Random Forest analysis was conducted to investigate the complex and multifaceted nature of employee loyalty to their organization. Traditional linear models, while providing initial insights, often fall short in capturing the nonlinear relationships and interactions between various workplace-related factors and employee loyalty. The Random Forest model, known for its robustness and ability to handle such complexities, was therefore chosen to provide a deeper understanding of the myriad factors that influence loyalty.

2.4. The Empirical Research Findings

The Random Forest Analysis resulted in a ranked list of workplace-related factors based on their importance in predicting employee loyalty, as presented in Table 5. This table reveals a spectrum of factors, from those with the most significant impact on loyalty to those with the least. A detailed analysis of the data contained in this table leads to the identification of three distinct categories of influencers:

- **Primary Influencers** – include professional esteem and recognition, aspects of work-life balance such as schedule predictability and keeping weekends free, and health and safety measures, particularly those aimed at preventing infection, standing out as the key elements driving loyalty.
- **Intermediate Influencers** – cover compensation-related aspects, opportunities for career advancement, and workplace amenities, including adequate catering and travel allowances, all recognized for their moderate impact on promoting loyalty.
- **Secondary Influencers** – comprise commuting conditions, compliance with mandatory safety regulations, and the availability of employee stock ownership plans. Though still significant, these are identified as having a lesser influence on employee loyalty, as indicated by the analysis.

These results underscore the complexity of employee loyalty, highlighting the importance of a broad spectrum of factors. Recognition and esteem, alongside practical considerations related to work-life balance and health, play crucial roles, but even seemingly less critical factors contribute to the overall picture of what drives loyalty within an organization.

Following the detailed insights gained from the Random Forest Analysis, which effectively identified and ranked a spectrum of factors influencing employee loyalty, further investigation into the nuances of these relationships was deemed necessary. To complement the Random Forest Analysis and delve deeper into the patterns of employee loyalty, a segmentation analysis

using K-means clustering was conducted. This analysis aimed to segment the employee population into distinct groups, each characterized by unique preferences and perceptions regarding their workplace. By identifying these clusters, the goal was to uncover more granular insights into how different segments of employees value the various factors affecting loyalty, thereby enabling more targeted and effective strategies to enhance employee engagement and loyalty across the organization.

Table 5. Random forest analysis of factors influencing employee loyalty

Rank	Variable	Feature Importance
1.	Professional esteem, recognition	0.082
2.	Schedule leaving weekends, holidays and nights free	0.061
3.	Predictable schedule, limitations of working overtime	0.051
4.	Health measures for preventing infection	0.051
5.	Regular training opportunities	0.049
6.	Flexible working hours	0.045
7.	Competent leaders	0.043
8.	Long-term career opportunities	0.042
9.	Appropriate sanitary and dressing facilities	0.041
10.	A workplace that makes me proud	0.040
11.	Larger, more versatile and flexible compensation framework	0.038
12.	International work experience/network building	0.037
13.	Possibility of teleworking	0.036
14.	Travel and accommodation allowances	0.036
15.	Challenging, creative work	0.035
16.	Higher wages	0.035
17.	A higher position in the short term	0.035
18.	Good atmosphere at work	0.034
19.	Weather-independent working environment	0.034
20.	Shorter periods of paying wages	0.031
21.	Providing adequate catering	0.031
22.	Programs organized for employees and family members	0.029
23.	Better accessibility, shorter commuting to work	0.028
24.	A workplace that compliance with mandatory safety and health regulations	0.028
25.	Employee stock ownership/employee share ownership	0.028
Note: feature importance values are rounded to three decimal places.		

Source: own empirical research.

The segmentation analysis using K-means clustering resulted in four distinct clusters, each representing a group of employees with unique characteristics and preferences regarding their workplace and factors influencing their loyalty. The summary of this segmentation is presented in Table 6, which provides the average ratings for each of the 25 factors for every cluster, illustrating what most significantly influences loyalty within each of these groups.

Table 6. Summary of employee segmentation analysis using k-means clustering

Factor	Average Rating			
	Cluster 1. Satisfied Achievers	Cluster 2. Moderate Enthusiasts	Cluster 3. Balanced Evaluators	Cluster 4. Critical Viewers
Flexible working hours	8.19	7.26	6.97	4.53
Better accessibility, shorter commuting to work	8.13	7.68	7.21	4.43
Predictable schedule, limitations of working overtime	8.65	7.37	6.82	4.11
Possibility of teleworking	8.06	4.83	6.58	3.49
Schedule leaving weekends, holidays, and nights free	9.22	7.65	7.10	4.55
Higher wages	6.81	3.46	6.21	4.19
Larger, more versatile and flexible compensation framework	7.63	4.68	6.09	3.96
Travel and accommodation allowances	9.15	4.05	7.62	4.40
Employee stock ownership/employee share ownership	8.22	3.81	6.70	4.04
Shorter periods of paying wages	8.50	5.95	6.95	4.68
Long-term career opportunities	7.96	4.94	7.18	4.42
Professional esteem, recognition	9.28	7.44	6.82	4.79
Regular training opportunities	8.67	5.50	6.55	4.74
A higher position in the short term	8.59	4.68	6.48	4.47
Challenging, creative work	9.06	6.27	6.76	5.00
International work experience/network building	8.43	5.27	6.22	4.70
Good atmosphere at work	9.50	7.76	6.64	4.25
Competent leaders	9.41	6.05	6.45	4.00
A workplace that makes me proud	9.37	6.46	6.15	4.36
Programs organized for employees and family members	9.04	4.53	5.93	3.92
Compliance with mandatory safety and health regulations	9.61	7.28	6.57	4.43
Weather-independent working environment	9.74	8.09	6.70	5.28
Appropriate sanitary and dressing facilities	9.70	7.33	6.41	3.98
Health measures for preventing infection	9.39	7.35	6.54	4.30
Providing adequate catering	8.67	5.35	6.17	5.06
Loyalty to current organization	**9.11**	**7.96**	**7.70**	**7.02**

Note:
Scale: from 1 to 10, where 1 indicates major shortcomings and 10 no shortcomings.

Source: own empirical research.

Here's a brief overview of each cluster based on the mean values of the features:

- **Cluster 1 – Satisfied Achievers**. This cluster is characterized by exceptionally high ratings across all categories, suggesting a generally very high level of satisfaction and loyalty ($\bar{x} = 9.11$) among its members. Particularly high ratings for a good atmosphere at work, professional esteem and recognition, and compliance with mandatory safety and health regulations indicate what employees in this cluster value the most.

- **Cluster 2 – Moderate Enthusiasts**. This cluster is characterized by relatively high, above--average loyalty ($\bar{x} = 7.96$) and stands out with high ratings for flexible working hours, a good atmosphere at work, and a weather-independent working environment. Lower ratings concerning wages and compensation systems suggest areas where the organization could focus to further improve loyalty in this group.

- **Cluster 3 – Balanced Evaluators**. This luster features fairly high loyalty ($\bar{x} = 7.70$), slightly below Cluster 0, and relatively high ratings in many categories, with notable travel and accommodation allowances and long-term career opportunities standing out. This suggests that employees in this cluster value both the material aspects of work and development opportunities.

- **Cluster 4 – Critical Viewers**. This cluster generally features lower ratings in most factors, indicating a more critical stance toward the work environment and lower loyalty toward the organization ($\bar{x} = 7.02$). Lower ratings for aspects such as the possibility of teleworking, flexible working hours, and adherence to mandatory safety and health regulations highlight areas that may require attention to improve satisfaction and loyalty among employees in this group.

Figure 2 shows the distribution of records across the four clusters that were identified through K-means clustering. It provides a count of how many records (or employees) fall into each of the four clusters. The largest cluster is Balanced Evaluators (Cluster 3) with 115 employees and the next largest is Moderate Enthusiasts (Cluster 2) with 78 employees. The Satisfied Achievers (Cluster 1) and Critical Viewers (Cluster 4) are relatively smaller, with 54 and 53 employees respectively. This distribution underscores the diversity of perspectives within the organizations.

Regarding the evaluation of job performance in their current position by the surveyed employees, it is presented in Table 7 alongside the assessment of employee loyalty to the organization. The data suggests a generally high level of loyalty across all job categories, with notable peaks in loyalty among Manual Workers and Senior Managers, which may reflect the different ways these roles engage with the organization. The job performance ratings show a relatively tight range across all categories, indicating consistent performance levels among employees, with Middle Managers slightly leading, suggesting effective leadership might correlate with enhanced performance.
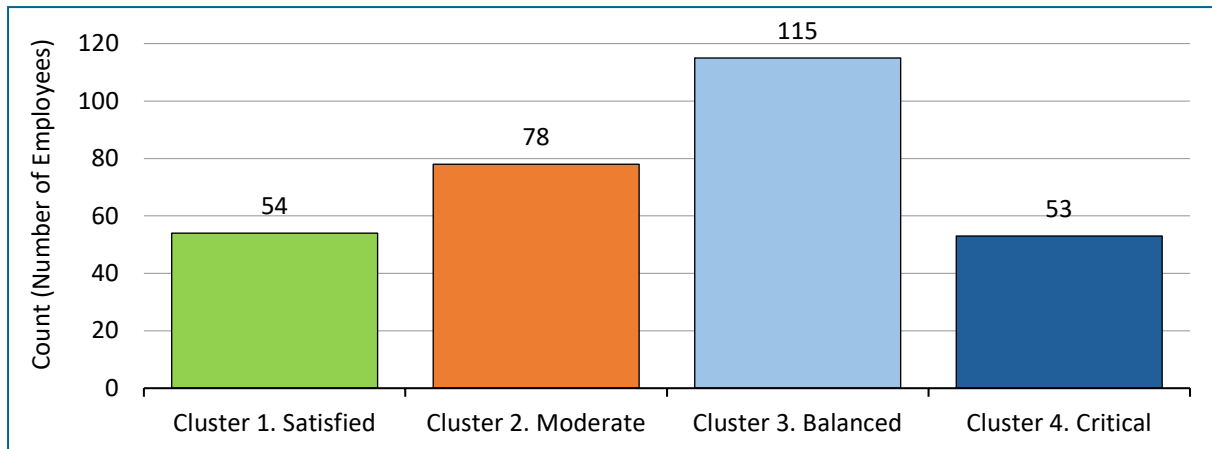
Figure 2. Distribution of records in each cluster of employees

Source: own empirical research.

Table 7. The mean values of employee job performance and loyalty to the organization by job categories

Job category	Mean value of job performance	Mean value of loyalty to organization
Manual Worker	7.58	8.22
Professional	7.68	7.79
Junior Manager	6.80	7.12
Middle Manager	7.82	7.87
Senior Manager	7.60	8.15
Note: Scale for job performance from 1 to 10, where 1 means complete underperformance, and 10 the best effort to perform well. Scale for loyalty to organization from 1 to 10, where 1 means no loyalty al all, and 10 full loyalty.		

Source: own empirical research.

Table 8. Summary of regression analysis on the impact of employee loyalty on job performance

Term	Coefficient-β	Standard Error	t value	P value	95% Confidence Interval
Intercept	2.184	0.331	6.591	< 0.0001	(1.532, 2.836)
Loyalty to current organization	0.684	0.040	17.045	< 0.0001	(0.605, 0.762)

Source: own empirical research.

In this study, we also sought to examine the impact of employee loyalty to the current organization on their performance in the current job. To determine the existence of such an influence, we conducted a linear regression analysis, which allowed us to quantify the relationship between these two critical variables. The results of this analysis are comprehensively presented in Table 8. It reveals that the β value for loyalty to the current organization is 0.684, indicating

a positive effect of loyalty on job performance. Specifically, this suggests that for each one-point increase in loyalty, there is an associated 0.684-point increase in job performance.

These findings demonstrate that employee loyalty positively impacts their performance at work, underscoring loyalty as a significant predictor of job performance within the organizational context. In turn, an employee's loyalty to the organization can be shaped by workplace-related variables previously discussed in this chapter. It would be beneficial to conduct a more in-depth causal analysis of all these variables using structural equation modeling, which would be suitable for further scientific exploration worthy of consideration in the future.

2.5. Summary and Final Conclusions

The **main goal of this chapter**, as articulated at its outset, was to identify, analyze, and diagnose the impact of selected workplace-related factors on employee loyalty to their organizations and then, in consequence, the effect of this loyalty on their job performance, in the context of the emerging human-centric management paradigm. In light of the findings and discussions presented herein, this objective can be considered thoroughly met. Through a detailed exploration grounded in both theoretical frameworks and empirical research, we've illuminated how various workplace-related factors significantly contribute to shaping employee loyalty, which in turn, positively impacts job performance.

Furthermore, addressing **the research problem** – to determine the relationships between the selected workplace-related factors and employee loyalty to their organizations and employee job performance from the perspective of the emerging human-centric management paradigm – has been pivotal in achieving the chapter's goal. By meticulously unpacking the dynamics between workplace conditions and their influence on loyalty and performance, we have provided actionable insights that align with the principles of human-centric management.

The investigation into various factors – ranging from professional esteem and work-life balance to health and safety measures, alongside compensation and benefits – reveals a complex interplay that profoundly affects employee loyalty. This, in turn, influences their performance, aligning seamlessly with the objectives outlined at this chapter's commencement. The exploration was comprehensive, delving into how each factor, whether directly related to job tasks or the broader organizational culture and policies, contributes to fostering an environment where employees feel valued, supported, and engaged.

Moreover, this chapter has successfully unraveled the nuanced relationships proposed in the research problem. It illustrates that employee loyalty is not merely a byproduct of satisfactory work conditions but a critical component of the human-centric management paradigm, which advocates for a holistic approach to organizational success. By integrating findings related to the eight research questions, we've provided a detailed roadmap for organizations striving to enhance loyalty and job performance through human-centric practices.

In doing so, the chapter has illuminated the importance of a tailored approach to managing workplace factors. It's clear that one size does not fit all when it comes to fostering loyalty and enhancing performance. Different employee segments value distinct aspects of

their work environment and benefits, necessitating a nuanced and flexible approach to organizational management.

The profound impact of loyalty on job performance, established through empirical evidence, reaffirms the necessity of adopting human-centric management principles. These principles not only improve the immediate work environment but also contribute to a sustainable organizational culture that values and nurtures its workforce.

In conclusion, by methodically addressing the research problem and exploring the associated research questions, this chapter contributes significantly to the discourse on human-centric management. It underscores the pivotal role of workplace-related factors in cultivating employee loyalty and demonstrates the consequential benefits to job performance. This synthesis of theory and empirical evidence offers valuable insights for organizations aiming to thrive in the contemporary business landscape, where employee well-being and organizational success are inextricably linked.

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