

Organizational Loyalty in the Competitive Era

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Abstract

Organizational loyalty is a significant factor for organizations at the present that encounter the challenges of environmental changes. As a result, organizations in all industries have to confront competitive pressures inevitably. For this reason, organizations try to find ways to increase capabilities and to build sustainable competitive advantages in organizations through building organizational loyalty among members. In accordance with studying the concepts of organizational loyalty, it was found that the components of organizational loyalty proposed by scholars and executives consisted of: the first ones were to desire to maintain organizational membership and to work with realizing on to achieve organizational goals, followed by the confidence and acceptance of the organizational goals and values as well as having the pride to be a member and disclose a good image of the organizations including a sense of ownership.

Keywords: *Organizational Loyalty, Competitive Era*

1. Introduction

In the past two decades, scholars and organizational administrators had been focusing on studying guidelines for human resource development in organizations. How to improve employee loyalty was one of today's most difficult problems that trouble business leaders. Several ways were proposed to solve this problem, among which improving style of leadership was a key perspective, for that to some extent, leadership style determined the relationship between leaders and employees. (Ding, D., Lu, H., Song, Y., and Lu, Q., 2020). In line with the mention of Masakure, O. (2016), employee loyalty had captured the attention of scholarly researchers and managers for many years because of the desirable consequences attributed to high levels of employee loyalty. In addition, Antoncic, J. A. and Antoncic, B. (2011) revealed that

employees were crucial for the achievement of internal quality and consequently for the business performance of companies. The quality of employees, their competencies, loyalty and, commitment was extremely important for business performance achievement. For the development of employee loyalty, it could be important that employees find in work, which they performed, challenged, interested in, and the feeling of accomplishment. The way of treatment of employees in the organization was decisive in determining if employees would indeed become an integral part of the competitive advantage of the company.

In terms of Susita, D., Saptono, A., Susono, J., & Rahim, A. (2020), they found that another factor that also influenced loyalty was career development. Few companies planned and developed employee careers with clear, measurable bases and considerations.

Promotion in a company was something that usually happened. This was a form of career development carried out by the company to its employees. Besides, Elegido, J. M. (2013) indicated that the main ways in which loyalty to one's employer could contribute to human flourishing were that it made the employee more trustworthy and therefore more valuable as an employee; made it easier to form authentic relationships in other areas of the employee's life; expanded the employee's field of interests and gave her or him a richer identity; provided greater motivation for the employee's work; made it possible to have greater unity in the employee's life; improved the performance of the organizations for which the employee works; contributed to the protection of valuable social institutions; and, in so far as many employees share an attitude of loyalty towards the organization which employed them, it became possible for this organization to become a true community.

According to Maztler, K. & Renzl, B. (2006) explained that employee satisfaction directly influenced process quality and process quality, in turn, determined quality costs and customer satisfaction. From a theoretical and managerial perspective, therefore, it was crucial to identify the drivers of employee satisfaction, to monitor satisfaction continuously, and to take the right measures to foster satisfaction and loyalty. Moreover, several empirical studies had found that employee satisfaction was a strong determinant of organizational commitment and loyalty.

Likewise, Goodarzi, A. (2012) defined the concept of organizational loyalty as usually determined by three factors: Identification and belief in goals, values, and mission of the organization; Tendency to carry out those activities which were profitable firstly to the organization; Tendency to stay and continue working in the organization. Loyalty was often defined by one of these three approaches: Firstly, the consequences resulting from the interactions between staff and organization;

Secondly, the staff loyalty as having the tendency to the organization, which itself was composed of three factors: Identification of organization's goals and values; high engagement in activities; serious tendency to maintain the membership in the organization. Thirdly, some researchers had defined loyalty according to behavior. It had been an effort to combine the definitions of the first and second categories; hence, it could be stated that organizational loyalty was a kind of interest that had both emotional and behavioral components. In brief, the staff who was organizationally loyal was the one who: shared the goals, values, and mission of the organization; felt necessary to be with the organization; stayed with the organization in good and bad conditions, paid attention to perform the job accurately in an ordered way.

Therefore, in an era when all organizations have to operate under competitive pressures which are influenced by environmental changes, including economic, political, social, cultural, and technological environments, the organization has to focus on developing and enhancing the organizational loyalty of employees at the highest level. This will result in the employee's willingness to make sacrifices, dedicate oneself, and work hard to achieve the organizational goals with full morale.

As regards, In Moment (2020) shared tips for fostering employee loyalty in the importance of employee loyalty in the workplace as follows: 1. Give employees the tools they need: develop tools that allow employees to quickly look up the answers to common problems, share best practices and solutions with each other, and contribute to the company's knowledge base. Train employees in soft skills as well, like de-escalating a situation, and feeling and expressing empathy; 2. Give employees the time they need: Think about the voice of the customer (VoC) for a moment, and how often feedback comes from a post-interaction customer satisfaction survey, whether it's an

automated phone call or email; 3. Change how your account for customer service: A better way to think about customer service and build employee loyalty is to think about how many customers your employees talk with and interact with each day. That gives them valuable perspective on customer wants, needs, frustrations, and satisfaction; 4. Measure the right things: Remember that not all projects take the same amount of time. Strict time limits or quotas may discourage talented employees from taking on difficult tasks. Think about the knowledge and experience the company held onto by keeping those employees; 5. Solicit employee feedback: The chief people officer's response to fears that employees might leave nasty reviews? "Then we'd better get a hell of a lot better."; 6. Study what other companies are doing to build employee loyalty: Achievers compile an annual list of 50 Most Engaged Workplaces by looking at eight categories: Leadership, communication, culture, rewards and recognition, accountability and performance, vision and values, and corporate social responsibility.

Similarly, Martensen, A. & Grnholdt, L. (2006) found that the fact that 'customer orientation' had a high effect on loyalty, as well as the contribution to the company value, should prompt the management to consider how focusing on the customer might become part of the company culture. A focused customer-focused company culture would partly help attract employees whose behavior was more customer-orientated, and partly help change the existing employees' values and norms, so that a customer focus might become a natural part of their everyday routines. Furthermore, 'personal development and competencies' played a central role in whether the employees felt capable of contributing to the company value. Moreover, 'customer orientation' was the company's areas of areangth. It greatly affected 'employee loyalty as well as 'contribution to the company value', and the company should thus keep up the good work here. As discussed previously,

the company might continue to include customer focus as a part of the company culture, and thus continued to make the employees naturally emphasize the relationship to the customers. The findings also showed the conceptual model of employee loyalty as follows: The three variables consisted of job satisfaction, employee loyalty, and perceived contribution to the company value. At this point, the company did not have any weaknesses. However, 'job contents' and 'human relations and values' were areas that might be perceived as future areas of possibility. The company did well in these three areas today, but unfortunately, they did not carry much emphasis on employees compared to the other areas. Consequently, the areas did not contribute greatly to the establishment of employee loyalty.

Accordingly, Fisher, G. (2014), there were many ways to make your company one that your staff cares about, but two of the most important things to consider were autonomy and ownership. That means that your staff should a) be given some freedom in the way they work, and b) be given some credit for the work that they do.

From the study of Hoffmann, E.A. (2006) revealed that workers with greater loyalty were less likely to exit when they encountered workplace problems, decreasing turnover problems, yet when more loyal workers chose to remain at work, they were more likely to raise grievances, either formally or informally, to confront the problems. Thus, worker loyalty appeared both to solve and create problems for managers dealing with worker discontent, worker loyalty presents an irony for managers, which I called the ironic value of loyalty: workers with greater loyalty are less likely to exit when they encountered workplace problems, decreasing turnover problems, yet when more loyal workers chose to remain at work, they were more likely to raise grievances, either formally or informally, to confront the problems. Thus, worker loyalty appeared both

to solve and create problems for managers dealing with worker discontent. In similar, Hirschman, A. O. (1970) concluded the basic concept was as follows: members of an organization, whether a business, a nation or any other form of human grouping, had essentially two possible responses when they perceived that the organization was demonstrating a decrease in quality or benefit to the member: they could *exit* (withdraw from the relationship); or, they could *voice* (attempt to repair or improve the relationship through the communication of the complaint, grievance or proposal for a change).

2. Material and Methods

This research was qualitative research by studying the steps of the document in the process as follow:

1) Studying information from primary documents was a review of related concepts, theories, and literature which has been studied from academic papers, research works, various articles both within the country and abroad, including academic information from electronic search or web media in order to obtain the most comprehensive and realistic information possible.

1) Data analysis, conclusion, and research results: the researcher presented the results of analysis of the research data in order from the study of the documents, then summarizing and discussing research results and suggesting useful ideas for further presentation of the research results.

3. Results

The challenge of competing with the organizational employees' capabilities of the organization.

At the present, everyone and every organization are constantly exposed to the changing model and environmental conditions in both positive and negative effects for ways of life and in different ways the operational organizations according to the factors of the changing environment in terms of economic, social, political, cultural, technological,

competitive, and natural environment. All challenges arise inevitably which will affect the competitive pressures of the organizations. Many organizations are unable to fight and break through the competition in order to remain in the industry. Organizations that can survive must have the ability to learn, adapt to changing situations and competitive pressures. They need to adjust their strategies for survival and find solutions to better respond to change. Seek to find opportunities to gain competitive advantages and develop the organizations for sustainable growth.

In addition, the guidelines for building competitiveness or a competitive advantage had been developed by scholars and executives in order to continuously meet the needs and challenges. Since the past, the organizational competition was in a state where the organizations were focused on enhancing its their production-oriented on the quantity and quantity of producing for a low cost which would give the organizational competitive advantage and the environmental changes. Only one concept could not provide a competitive advantage for organizations currently.

Consequently, Porter, M. E. (2003) explained concerning Thailand's competitiveness that competitiveness was determined by the productivity with which a nation uses its human, capital, and natural resources by increasing level of customer orientation, increasing focus on regional versus advanced distant foreign markets, and signs of improving management quality. Therefore, organizations needed to develop products and services to stand out from their competitors in the industry. Including having to clearly respond to a specific group of customers which the concept of building a competitive advantage was universal in line with today's competitive environment, Michael E. Porter's Generic Strategy suggested organizations needed to develop three key strategies to be able to compete in the industries.

Concerning strategies for success: Once your analysis is complete, it is time to

implement a strategy to expand your competitive advantage. To that end, Porter identified three “generic strategies” that could be implemented in any industry, and in companies of any size:

1. Cost leadership: In this strategy, your goal was to increase profits by reducing costs while charging industry-standard prices, or to increase market share by reducing the sales price while retaining profits.

2. Differentiation: This strategy aimed to make the company’s products significantly different from the competition, improving their competitiveness and value to the public. This strategy required both good research and development and effective sales and marketing teams.

3. Focus: In the focus strategy, businesses selected niche markets in which to sell their goods. This strategy required an intense understanding of the marketplace, its sellers, buyers, and competitors. The use of this strategy frequently required the companies to also implement a cost leadership or differentiation position.

In addition, Michael E. Porter (1985) predicted that if all 3 strategies were developed for the organizations, it would provide an opportunity for organizations to confront with competitive pressures in all areas within industries. However, the important pressures of any organization to confront new competitors entering the industry with the availability of resources both new technologies and methods.

Understanding the Five Forces, Porter, M. E. (as cited in Ashrafi, N.,2014) regarded understanding both the competitive forces and the overall industry structure as crucial for effective strategic decision-making. In Porter’s model, the five forces that shape industry competition are:

1. Competitive rivalry. This force examines how intense the competition currently is in the marketplace, which is determined by the number of existing competitors and what each is capable of doing. Rivalry competition is

high when there are just a few businesses equally selling a product or service, when the industry is growing and when consumers can easily switch to a competitor offering for little cost. When rivalry competition is high, advertising and price wars can ensue, which can hurt a business’s bottom line. Rivalry is quantitatively measured by the Concentration Ratio (CR), which is the percentage of market share owned by the four largest firms in an industry.

2. Bargaining power of suppliers. This force analyzes how much power a business’s supplier has and how much control it has over the potential to raise its prices, which, in turn, would lower a business’s profitability. In addition, it looks at the number of suppliers available: The fewer there are, the more power they have. Businesses are in a better position when there is a multitude of suppliers. Sources of supplier power also include the switching costs of firms in the industry, the presence of available substitutes, and the supply purchase cost relative to substitutes.

3. Bargaining power of customers. This force looks at the power of the consumer to affect pricing and quality. Consumers have power when there aren’t many of them, but lots of sellers, as well as when it is easy to switch from one business’s products or services to another. Buying power is low when consumers purchase products in small amounts and the seller’s product is very different from any of its competitors.

4. Threat of new entrants. This force examines how easy or difficult it is for competitors to join the marketplace in the industry being examined. The easier it is for a competitor to join the marketplace, the greater the risk of a business’s market share being depleted. Barriers to entry include absolute cost advantage, access to inputs, economies of scale, and well-recognized brands.

5. Threat of substitute products or services. This force studies how easy it is for consumers to switch from a business’s product

or service to that of a competitor. It looks at how many competitors there are, how their prices and quality compare to the business being examined, and how much of a profit those competitors are earning, which would determine if they have the ability to lower their costs even more. The threat of substitutes is informed by switching costs, both immediate and long-term, as well as a buyer's inclination to change.

The pressures on the bargaining power of customers and partners increased with the intensity of competition. The pressures of alternative products were likely to increase dramatically and continuously with technology changes. These four pressures were the catalyst for the competitive pressures of the organization to intensify the level of competition, so every organization in the industry was struggling to overcome those pressures to survive and gained an internal competitive advantage within industries that had the capacities to truly compete, they must have talented skills or distinction capacities to meet the needs of customers or consumers including being able to recognize and cope with the change of competitors very well. The distinction capacities and abilities to build a competitive advantage inevitably occurred from the organizations having employees or high-quality human resources both skills, capacities, and expertise which these were important factors that made the competitors unable to imitate inevitably occurred from the organization having employees or high-quality human resources. Certainly, skills, capacities, and expertise were important factors that made the competitors unable to imitate.

Because of this, Analoui, F. and Mouallem, L. E. (2007) indicated that the management process in modern organizations characterized by their open systems was considered a circular continuous cycle consisting of people working in groups aiming to reach specific objectives and focusing on human relations/behaviors and social needs. Employees performed better and were more

satisfied when they were treated by senior managers as people, and when their innovative ideas were taken into account and encouraged by the senior managers. The open system is more in modern organizations; it involved an informal structure where tasks were non-monotonous, knowledge existed at all levels of the organization, and interaction among employees was vertical and horizontal. Besides, human capacity building was mainly enhanced by encouraging the participation of employees in decision-making and by maintaining close relationships with the employees. Senior managers in modern organizations advocated human capacity building through the development of employees' professional skills and the promotion of teamwork.

4. Discussion

Therefore, it can be said that building a competitive advantage depends on the people or human resources in the organization as the main factor. The organization must be able to develop people as resources with 4 important characteristics as follows:

1. Be valuable human resources by trying to find ways to increase efficiency and effectiveness for the organizations in terms of cost reduction or continually building new identity in products and services for customers.

2. Be rare human resources by having skills, knowledge, capacities, expertise beyond others and competitors.

3. Be difficult to imitate by having skills, knowledge, capacities, expertise beyond others and competitors. These are also things that others cannot imitate.

4. Must be human resources to maintain in the system in order to promote competitive capacities and to build a competitive advantage with the organizations.

Moreover, Wright, M. P., Benjamin D., & Snell, S.A. (2001) believed that one major task of organizations was the management of mutuality (i.e., alignment of interests) to create a talented and committed workforce. It was the successful accomplishment of this task that

results in a human capital advantage. A second task was to develop employees and teams in such a way as to build an organization capable of learning within and across industry cycles and successful accomplishment of this task results in the organizational process advantage.

Synthesized results of organizational loyalty were shown in table 1.

From the synthesis of components of organizational loyalty. It was found that scholars and executives studied organizational loyalty in a wide variety of components. It was found that there were five components of organizational loyalty to be presented by scholars and executives as follows:

1. Have confidence and acceptance of the organizational goals and values. This demonstrates the positive attitude of employees to the organization concerning the confidence and acceptance of the goals and shared values of the organizations, ready to participate in supporting and driving the organizational mission to achieve their goals.

2. Desire to maintain organizational membership. No matter what the situation is, they desire to maintain with the organizations. Therefore, when the organization is confronted with the challenges of changes and competitive pressures and ready to be in the organization in any situation until the organization to be successful and achieve goals.

3. Have a sense of belonging. They try to maintain the organizations, survive, develop organizational sustainability, help, and maintain the interests and achievements of the organizations as an organizational owner.

4. Dedicate to working with realizing on to achieve organizational goals. They attend to work and readiness to devote the efforts to perform duties with the fullest potential. They participate in the development of the organizations and have the capacities and advantages in the competition beyond competitors.

5. Have the pride to be a member and disclose a good image of the organization. To

be ready to show or communicate to others proudly as a member of the organization. Even in situations where the organization may confront abnormal situations for the public image in society including being ready to prove and show the society to perceive and understand in depth the background of the situations that occur with the organization to bring the acceptance and the good image of society in the end.

Summary of synthesizing the concepts of scholars and executives were shown in figure 2.

However, organizational loyalty of employees or members can be created through the potential and capacities of executives or leaders at all levels of the organization to play their roles or leadership in facilitating an organizational atmosphere within loyalty components in order to ensure that the organizations will be able to build organizational loyalty to employees or members truly.

5. Conclusion

At present, the organizational operations have to confront challenges in the changing of both internal and external environments. This is an important condition for the organizations to increase capacities and competitive advantages. People or human resources can be considered as an important factor in enhancing capacities and building sustainable competitive advantages for the organizations with the mechanism of human resource development in the organizations to be persons with characteristics that can build competitive advantages for the organization by developing people to be valuable and rare human resources. It is also difficult to imitate and as human resources that must maintain in the system. However, the human resources in such a way they are, they must have talented abilities over others. In addition, the organizations not only make it happen in the organizations but also try to keep them in the organization as long as possible. It also requires them to work with the full potential of their talents in order to achieve the goals and values

of building the competitive advantage of the organizations. Furthermore, successful organizations in the present era have to build organizational loyalty to employees in the organizations to ensure that the organizations will have human resources with talent over others as power in enhancing capacities and building a sustainable competitive advantage for the organizations.

6. Conflict of Interest

We certify that there is no conflict of interest with any financial organization regarding the material discussed in the manuscript.

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Porter’s Five Forces were shown in figure 1.



Figure 1. Porter’s Five Forces

Source: [https://www.researchgate.net/publication/242784795_Thailand's
Competitiveness_Key_Issues_in_Five_Clusters](https://www.researchgate.net/publication/242784795_Thailand's_Competitiveness_Key_Issues_in_Five_Clusters)

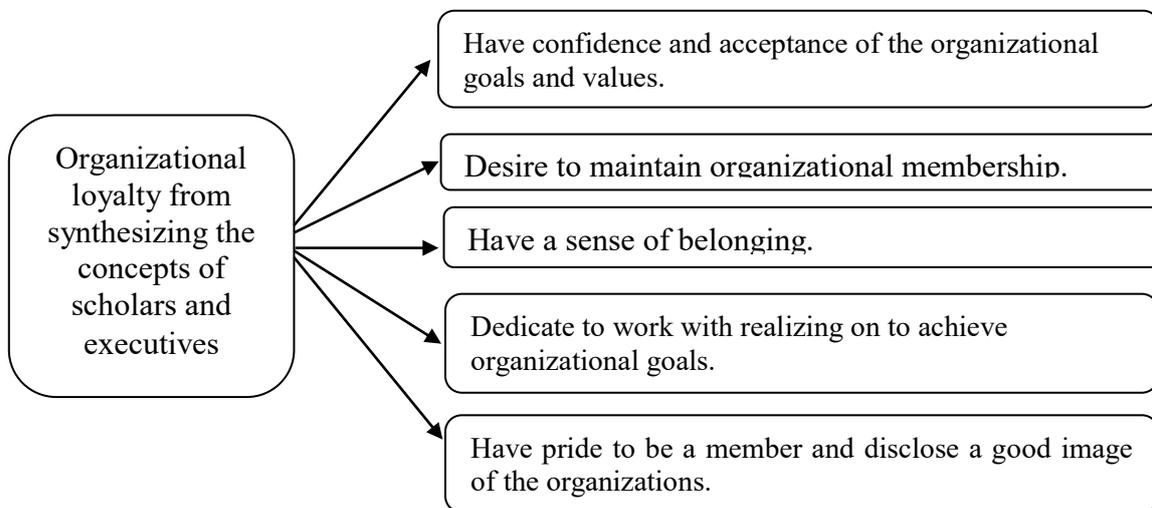


Figure 2. Summary of synthesizing the concepts of scholars and executives

Table 1. Synthesize the concepts of organizational loyalty

Components of organizational loyalty	Gordon et.al.(1980) Aguier&Auer (1988)	Fullager et.al.(1989) Mowday et.al.(1992) Fletcher(1993) Kuruviia et.al.(1993) Moorman	McCarthy(1997)	Fullagar et.al.(1998) Nichoff et.al.(2001)	Varona(2002)	Rosanas et.al.(2003)	Fisher (2014)	Martensen (2006)	Lee&Lin (2015)	Suksawat (2013)	Orawong (2018)	Total
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1. Have confidence and acceptance of the organizational goals and values.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	9*
2. Desire to maintain organizational membership.	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	10*
3. Be inspired and motivated for dedication to the organizations.	✓							✓	✓			3
4. Have a commitment to organizational activities and job involvement.	✓											1
5. Have a sense of belonging.	✓			✓	✓		✓	✓	✓	✓	✓	7*
6. Dedicate to working with realizing on to achieve organizational goals.	✓	✓	✓	✓				✓	✓	✓	✓	10*
7. Help and support the organization to be developed.			✓			✓	✓		✓		✓	5
8. Have the pride to be a member and disclose a good image of the organization.		✓		✓	✓	✓	✓	✓	✓	✓	✓	9*
9. Accept organizational conditions in every situation.			✓									1
10. Reveal profile sincerely.				✓								1
11. Honest, struggle and protect.				✓								1
12. Want to do more and be more rewarding.					✓			✓			✓	3
13. Ready to improve yourself.								✓		✓		2
14. Feeling to perceive organizational justice.									✓			
15. Communication coordination.										✓		1
16. Proper use of authority.										✓		1