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Organizational Loyalty

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Abstract

Purpose: This article serves as an all-encompassing guide tailored for scholars, enthusiasts, and professionals spanning various levels within the Talent, Culture, and People departments. The primary objective is to provide valuable insights and pragmatic guidance, amalgamating pertinent data, research, and statistics from reliable sources. The overarching aim is to illuminate the nuances of cultivating a positive organizational image, both internally and externally.

Internally, the focus lies in nurturing a favourable perception of people within the organizational community. Externally, the paper delves into the significance of establishing a positive image for a wider audience, including target customers, consumers, and partners.

A noteworthy facet of this study involves an early exploration of the viability of 'Humanocracy' as a strategic framework for fostering increased economic and business growth within organizations. This examination draws upon the insights articulated by Hamel and Zanini in their seminal work, "Humanocracy" (2020), to assess the potential benefits and implications of embracing this innovative approach.

Research Methodology: The research methodology relies primarily on secondary sources, including books, interviews, journal articles, reports, blogs, and studies from reputable and authoritative figures in the field. This diverse collection of data aims to provide a thorough exploration of organizational loyalty, employee retention, and the implications of implementing a Humanocracy framework. The selection of sources prioritizes reliability and credibility, ensuring meaningful contributions to the discourse on crucial aspects of organizational development.

Keywords: workforce, & community retention, Humanocracy

Introduction

Yuval Noah Harari, a prominent public intellectual, historian, and professor at the Hebrew University of Jerusalem, renowned for his bestselling 'Sapiens Trilogy,' contends that human dominance in controlling the world stems from our unique ability to cooperate flexibly in large numbers. Harari asserts that every significant human cooperation is built upon a shared fiction, which means, that we have to collectively agree on ideas for something to exist. This is how families, corporations, and nations are formed. Even money, and human rights, are only ideas.

The Cambridge Dictionary also defines an organization as a group of people who work together in an organized way for a shared purpose. However, in their seminal work, Humanocracy, Hamel and Zanini argue that organizations or groups differ in their functioning from how individuals, at large, function. (Hamel & Zanini, 2020) [8]. While human beings are born creative and curious, the industrial bureaucratic, systemic approach to education kills the scope for creativity and joy. (Robinson, 2006, Ted Talk) [20].

Despite our continuous strides in human accomplishment, a paradox emerges - an escalating prevalence of stress, confusion, and mental health disorders. The World Health Organization (WHO) reported in 2015 that over 300 million people, roughly 4% of the world's population, suffer from depression at any given time. Strikingly, women are more susceptible to depression than men.

Continuing from our exploration of the intricate relationship between human cooperation, organizational dynamics, and mental health, it becomes evident that depression is a global challenge, standing as the foremost cause of disability globally. Unipolar depression, specifically, is identified as the 10th leading contributor to premature death, with a direct correlation to suicide, the second most common cause of mortality among young people aged 15-29. Shockingly, two individuals take their lives every minute (Jowit, 2018) [13].

In response to the evolving understanding of human well-being, corporations, irrespective of their size, are increasingly acknowledging the shifting landscape of human resource

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management. Notably, 89% of organizations with 1,000 or more employees have embraced formal wellness programs or initiatives, compared to 75% for employers with 250 to 999 workers and 46% for organizations with fewer than 250 staff members (Wellness Initiatives Are Widespread among Mid-Size and Large Employers, but Are Less Common Among Small Organizations, Says XpertHR Survey, 2020) [23].

Concurrently, the advent of the 'gig economy' has redefined traditional concepts like 'organizational loyalty' and 'stability.' With a workforce more open to job transitions and organizations striving to enhance working conditions, the question arises: How is the human ecosystem transforming amidst market growth, economic expansion, and the looming threat of job displacement due to artificial intelligence? With this uncertainty in mind, does it still make sense to invest in various programs and interventions that prioritise the wellness and added emotional/mental benefits for the employees?

This paper endeavors to dissect the multifaceted factors influencing organizational loyalty, delving into its impact on both employees and consumer perception, and its consequential effect on business success. As we navigate this exploration, we will also scrutinize the merits and impacts of human resource management and wellness initiatives, seeking to unravel the elements that foster enduring connections, be it between an employee and a company or a consumer and a brand.

In the culmination of our study, the paper proffers recommendations and strategies aimed at enhancing organizational loyalty and brand affinity. Notably, there is a dedicated section advocating for 'humanocracy' - prioritizing people - which delves into its viability as a holistic business and organizational approach, drawing insights from the seminal work of Hamel and Zanini (2020) [18]. Through this comprehensive examination, we aim to contribute meaningfully to the ongoing discourse on organizational development and its profound implications on human well-being.

Defining Organizational Loyalty

Organizational loyalty, as articulated by Fred Reichheld in his seminal work, "The Loyalty Effect," is characterized by the willingness of individuals to make investments or personal sacrifices to fortify a relationship. This commitment extends beyond mere transactional interactions, signifying a deeper connection rooted in dedication and reciprocity. The philosophical perspective traced back to Plato, aligns loyalty with justice, positing that true loyalty is an attribute of genuine philosophy (Mehta *et al.* 98).

At its core, loyalty embodies qualities such as honesty, faithfulness, devotion, and attachment. It represents the steadfast commitment that an individual harbours toward a particular place, person, or, in the context of organizational loyalty, an institution. Dr. R. Angayarkanni and Dr. K. Shobana (5916) emphasize that employee loyalty is a distinctive trait propelling individuals to exert considerable effort. It serves as a compelling force that can drive employees to invest their time, knowledge, and skills to advance the goals and objectives of the organization.

In essence, organizational loyalty transcends mere allegiance; it becomes a motivating force that fosters a sense of belonging and purpose among individuals within the organizational framework. This multifaceted commitment is

not only a testament to the individual's dedication but also a driving factor behind collective efforts to achieve and exceed organizational goals.

Employee Loyalty: Why It's Important

Employee loyalty is a critical factor influencing the success and profitability of a company, as evidenced by compelling statistics. On an annual basis, the average company experiences a substantial loss, ranging from 20% to 50% of its employee base. The financial repercussions of replacing a departed employee are noteworthy, costing the company a staggering 150% of the individual's annual salary (Venerean, 2015) [22].

Recognizing the impact of these figures underscores the significance of employee retention and engagement for organizational prosperity. A paradigm shift is required, moving beyond conventional approaches that prioritize financial incentives, training, and compensation. Instead, the key lies in fostering emotional connections between employees and the business. While financial aspects may initially motivate employees, long-term commitment is sustained through a sense of appreciation and value within the company (Venerean, 2015) [22].

Employee loyalty yields a myriad of benefits, including enhanced efficiency, better outcomes, company growth, and a reduction in employee turnover. Loyal employees play a pivotal role in shaping the company's image, influencing how it is perceived by customers and stakeholders. Understanding the root causes of employee resignations becomes imperative for employers to proactively prevent such situations.

Burnout, defined by the American Institute of Stress (2015) as a disabling reaction to job-related stress, is a pervasive issue that not only takes a toll on employees but also incurs significant costs for the nation. Employers, recognizing the impact of burnout on both their workforce and the company as a whole, prioritize measures to prevent overworking and mitigate burnout.

Engaged employees, characterized by high energy levels and genuine excitement about their work, prove to be the most productive, dedicated team players, aligning seamlessly with organizational goals. Despite the evident advantages of engaged employees, the concept of employee engagement often lacks the necessary attention from managers due to a lack of clear understanding.

However, studies consistently emphasize that satisfied employees, emotionally connected to the business, demonstrate heightened motivation, good morale, and increased effectiveness and efficiency. Recognizing the nuanced reasons behind employees' emotional connection goes beyond traditional incentives, with research underscoring that emotionally connected employees are not only engaged and productive but also feel validated and appreciated in their roles.

Factors Contributing To Employee Loyalty

Mutual Loyalty

Loyalty is a reciprocal process; both employers and employees must be loyal to each other (Dr R. Angayarkanni and Dr K. Shobana, 5915). Benefits like salary and bonuses may motivate employees initially, but it is loyalty that fosters commitment and effective work toward organizational goals.

Evolution of Employee Motivations

Employee motivations for leaving jobs have evolved over the years. Before 2018, higher salaries were the primary motivation, shifting toward benefits, career advancement, and a supportive company culture after 2014 (Cantero-Gomes, 2019) [1].

Salary

Above-average salaries contribute to increased employee tenure, work focus, job satisfaction, engagement, and overall productivity (Cantero-Gomes).

Development Opportunities

Employees need mentorship, empowerment, and support for professional growth.

Those who perceive career progress are 20% more likely to stay with their companies (Cantero-Gomes, 2019) [1].

Healthy Work Environment

A positive work environment positively impacts employee attitudes, emotions, and productivity.

Table 3. Factor Analysis

Factor Name	Eigen Value		Variable	Loading Values
	Total	% of Variance		
Career development	14.619	45.683	23. Takes responsibility to shape work culture	0.757
			20. Provides opportunity to gain experience	0.614
			19. Provides information to make good decision	0.614
			21. Trains employee on myriad skills and areas	0.610
			24. Commitment towards employee development	0.604
			31. Organization demonstrates professionalism	0.549
			14. Employee commitment gone stronger over past year	0.529
			22. Focuses energy in employee development	0.509
			30. Cares for employee efforts to improve performance	0.504
			Motivation	1.789
16. Provides sufficient opportunity to grow	0.706			
11. Employee really feel like part of the family	0.703			
18. Invests regularly in employee growth	0.554			
10. Provides excellent working environment	0.538			

Factor Name	Eigen Value		Variable	Loading Values
	Total	% of Variance		
Bonding	1.563	4.884	08. Employee like to see growing relationship in future	0.777
			07. Employee proud to work for organization	0.767
			09. Employee provide enthusiastic referrals	0.756
			01. Enduring relationship with organization	0.516
			06. Recommends organization to friends	0.498
Job security	1.499	4.683	04. Organization retains outstanding employees	0.491
			05. Organization treats employee like real partner	0.693
			03. Believes in making long term relationship	0.686
			12. Employee feel organization problem is their problem	0.571
			29. Offering outstanding service quality	0.513
Leadership	1.179	3.686	32. Communicates what is expected of employee	0.634
			25. Clearly defines employee job responsibility	0.616
			28. Encourages high achievement	0.616
			27. Help employee to manage their time effectively	0.518
Commitment	1.065	3.328	02. Values employee ahead of its profit	0.760
			26. Provides fringe benefits for employee delight	0.581
			15. System to change employee department as per choice	0.545
			13. Quickly responds to the feedback of employee	0.453

Organizational Morals & Ethical Values

Companies with clear moral and ethical values create a positive attitude and foster loyalty among employees.

Involvement and Mission

Employees require a sense of mission and understanding of their contributions to feel satisfied and engaged (Cantero-Gomes, 2019) [1].

Growth & Appreciation

Assurance of growth and acknowledgement for efforts motivate employees. Lack of opportunities for advancement can lead to demotivation (Cantero-Gomes, 2019) [1].

Mental Health at the workplace

Global Focus on Mental Health

Over the past decade, there has been a heightened focus on the mental health of workers and its implications for the

workplace. European Ministers of Health advocate for mental health programs as part of occupational health and safety.

Support for Mental Health in the Workplace

The Australian Human Rights Commission recognizes the imperative for workplaces to support workers dealing with mental illnesses (Dewa *et al.*, 2012) [4].

Fairness in Workplace Processes

Organizational justice, reflecting the fairness of workplace procedures, is crucial for mental health. Low organizational justice is associated with an increased risk of Common Mental Disorders (CMDs) (Chopra, 2019) [2].

Globalization and Income Disparities

Modernization and industrialization accompanying globalization contribute to a maldistribution of poverty and income levels. Notably, 89% of workers in sub-Saharan Africa and South Asia earn less than US\$2 per day, reflecting economic challenges (Benach Joan *et al.*, 2007) [24].

Job Strain and CMD (Common Mental Disorders)

Job strain, characterized by high demands and low control, poses the highest risk for developing CMDs. Psychological stress is particularly associated with employment where rewards do not match efforts (Netterstrom *et al.*, 2008) [18].

Adverse Health Outcomes and Task-Restructuring Interventions

Job strain is linked to adverse health outcomes, including heart disease and musculoskeletal problems, exacerbating the impact of psychological stress.

Task-restructuring interventions, which decrease demand and increase job control and autonomy, result in improved health outcomes (Bambra *et al.*, 2007) [6].

Customer Loyalty

In the ever-evolving landscape of business and consumer relationships, loyalty programs have emerged as integral tools for companies seeking to foster lasting connections with their customer base. In this section, we delve into the dynamic realm of loyalty programs, exploring their widespread adoption, consumer participation motivations, the financial influence they wield, and their role in e-commerce. We further examine how these programs transform customers into advocates, the global variations in customer advocacy, and their significant contribution to brand growth. Factors influencing loyalty, the emotional dimensions of customer connections, and the evolving

attitudes of consumers are also explored. Additionally, we investigate the role of Corporate Social Responsibility (CSR) in shaping loyalty, highlighting its correlation with environmental concerns and consumer perceptions.

Loyalty Programs and Their Adoption

Loyalty programs have become a staple for businesses, with more than 90% of companies globally implementing some form of loyalty program (Accenture). Over half of American consumers, specifically 52%, actively express interest in joining loyalty programs offered by brands they regularly patronize, highlighting the motivational pull of such programs (Yotpo).

Redemption and Consumer Engagement

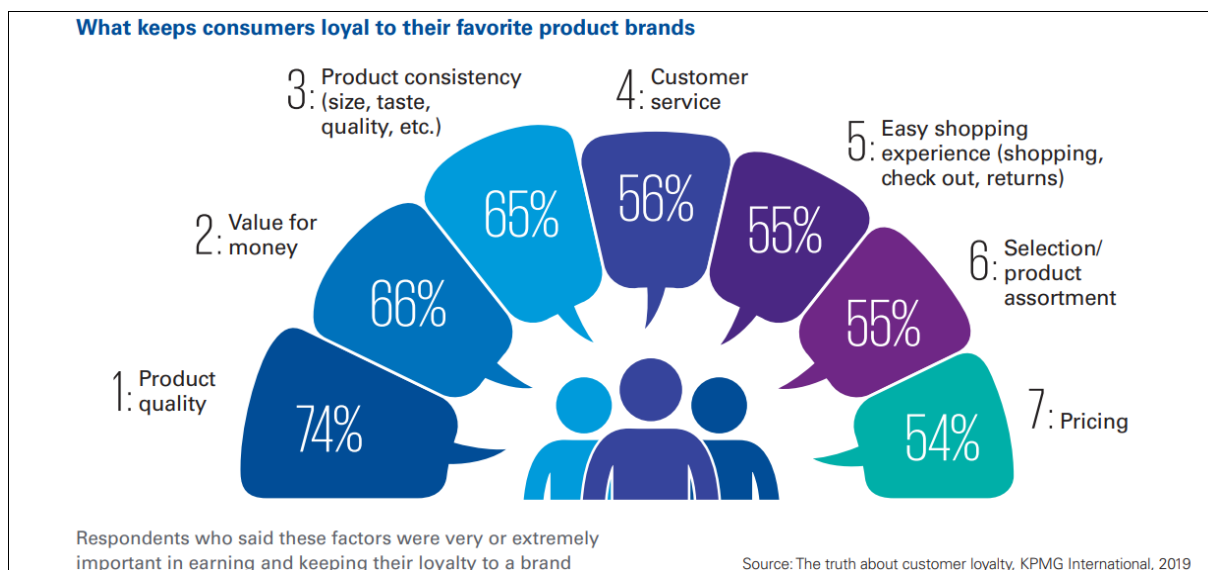
Loyalty programs demonstrate their effectiveness as 84% of program members actively redeem rewards, indicating sustained engagement and value recognition among consumers (Bond).

Financial Influence of Consumer Loyalty

The financial impact of loyalty is evident, with 57% of consumers choosing to spend more on brands to which they feel loyal, emphasizing the economic significance of customer allegiance (Accenture). The integration of a loyalty program into an e-commerce platform proves transformative, showing a potential surge of 319% in average order quantity, underscoring the direct impact on sales and revenue (Incentive Solutions).

Customer Advocacy and Loyalty

Loyalty not only retains customers but transforms them into advocates; 86% of loyal customers express a willingness to recommend a company to friends and family. Additionally, 66% are likely to leave positive online reviews, showcasing the power of loyalty in shaping brand perception (KPMG).



Global Variation in Advocacy

While customer advocacy is a global phenomenon, there are notable variations. For instance, 95% of consumers in South Africa are likely to recommend a company compared to 56% in Japan, indicating regional nuances in brand loyalty dynamics (KPMG).

Contribution to Brand Growth

Established brands derive a substantial portion, over 85%, of their growth from loyal customers. This underscores the pivotal role of customer loyalty in sustaining and propelling brand success (KPMG).

Factors Influencing Loyalty

Key drivers of customer loyalty include product quality (74%), value for money (66%), and customer service (56%). These factors collectively shape the consumer's loyalty landscape (KPMG).

Appealing to Emotions

Emotional appeal is a significant factor in fostering loyalty, with 74% of consumers in India emphasizing the importance of a personal connection. Businesses need to engage customers on an emotional and values-driven level for lasting loyalty (KPMG).

Changing Consumer Attitudes

Consumer attitudes towards privacy are evolving; there has been a 10% decline in American consumer willingness to share their home addresses in 2018, highlighting changing perceptions around data privacy (Advertising Research Foundation).

Generational Differences

Millennials, constituting a significant consumer segment, find loyalty programs comparatively challenging to navigate, with 69% expressing difficulty. In contrast, 49% of Baby Boomers and 61% of the general population share similar sentiments, emphasizing the need for program accessibility (KPMG).

Relevance and Personalization

Consumer expectations evolve towards personalization, with an emphasis on tailored rewards based on individual tastes. Brands are urged to enhance relevance in their engagements for sustained loyalty (Deloitte).

CSR Impact

Integrating Corporate Social Responsibility (CSR) into business strategies has a profound impact. There's a strong correlation between environmental concerns, perceptions of firms implementing green manufacturing, and the decision to purchase green products. This highlights the importance of CSR in fostering loyalty and influencing consumer choices (Jayaraman *et al.* 2012; Oberseder *et al.*).

A People-First Approach: The Case for Humanocracy

In the pursuit of organizational excellence, the traditional bureaucratic model often falls short, stifling creativity, productivity, and employee fulfilment. This section advocates for a paradigm shift towards Humanocracy, presenting evidence that challenges the belief that bureaucracy is an inevitable byproduct of organizational complexity. Drawing insights from Vanguard companies, particularly exemplified by Buurtzorg in the Netherlands, this approach argues that it is possible to build large, disciplined, and efficient organizations that are also empowering, entrepreneurial, and prudent.

Buurtzorg: A Model of Humanocracy

Buurtzorg, a health service provider, stands as a testament to the viability of Humanocracy. With over 11,000 staff organized into 900 self-managing teams, the company fosters a culture of active listening, group decision-making, and continuous learning. Buurtzorg's internal network, 'WeLink,' facilitates connection and knowledge-sharing, with performance metrics transparently available for each team. Voted the Dutch Employer of the Year five times,

Buurtzorg outperforms competitors across various domains, demonstrating that a people-first approach can lead to organizational success (Hamel & Zanini, 2020) ^[8].

Transforming Every Job

The potential to turn every job into a fulfilling and creative endeavour is emphasized. The Gallup 2019 Great Jobs Demonstration survey reveals that only one-third of US employees feel they get to do what they do best in their jobs. The case for Humanocracy argues for a shift from belated and inept strategic renewals, which have cost US public companies over \$500 billion in restructuring charges between 2010 and 2018. The success of Tesla in driving the electric vehicle revolution highlights the consequences of bureaucratic delays, affecting not just shareholders but the planet as well (Hawkins, 2017) ^[10].

Challenges of Bureaucracy

Bureaucracy poses significant challenges to human achievement and productivity. A Harvard Business Review survey with over 10,000 respondents reveals that the average employee in an organization is entangled in six layers of management, hindering high-tempo decision-making. Moreover, 79% of employees see bureaucracy as a barrier to efficient decision-making. In large organizations, 75% believe that promotions and rewards are influenced more by politicking than performance. The collective impact of bureaucracy results in \$2.2 trillion annually in unnecessary wages and salaries, reflecting the toll it takes on organizational efficiency (Hamel & Zanini, 2020) ^[8].

Nucor: A Model of People-Centric Success

Contrasting with the bureaucratic norm, Nucor, America's largest steelmaker, exemplifies the success of a people-centric approach. Emphasizing investment in its frontline workers, Nucor encourages creativity, innovation, shared responsibility, and financial flexibility. Cross-training, upskilling, transparency in finances, and substantial investment in human competencies characterize Nucor's strategy. The result is consistent industry-leading returns since 1969, illustrating that a commitment to people can drive remarkable growth in revenue, income, and productivity per employee (Hamel & Zanini, 2020) ^[8].

Call to Action

In the dynamic landscape of organizational management and employee loyalty, the call to action is clear: it's time for a transformative shift towards innovative practices that prioritize people and foster Humanocracy. This call extends to scholars, business leaders, HR professionals, and enthusiasts invested in the evolution of organizational structures.

Embrace Humanocracy

Challenge the conventional belief that bureaucracy is an unavoidable consequence of organizational complexity. Embrace Humanocracy as a viable alternative, drawing inspiration from Vanguard companies like Buurtzorg that showcase the success of a people-centric approach.

Revitalize Organizational Practices

Take a critical look at existing organizational practices. Identify areas where bureaucracy hampers creativity, decision-making speed, and employee fulfilment. Strive for

revitalization by introducing self-management, active listening, and peer-to-peer coaching.

Learn from Exemplary Models

Explore and learn from exemplary models such as Buurtzorg and Nucor. Understand how these organizations have successfully implemented a people-first approach, leading to enhanced employee satisfaction, productivity, and overall success.

Prioritize Employee Well-Being

Recognize the importance of employee well-being and mental health. Implement wellness initiatives and support mechanisms to create a positive work environment. Consider flexible working arrangements and holistic well-being programs.

Rethink Loyalty Programs

Assess and refine loyalty programs to align with evolving consumer expectations. Prioritize personalization, relevance, and emotional connections. Acknowledge the financial impact of loyal customers and strategically integrate loyalty programs into business strategies.

Invest in Professional Development

Prioritize continuous learning and professional development for employees. Encourage cross-training, up skilling, and transparent sharing of knowledge. Create an environment where employees feel empowered and valued for their contributions.

Advocate for CSR Integration

If applicable, advocate for the integration of Corporate Social Responsibility (CSR) initiatives. Understand the correlation between environmental concerns, CSR, and consumer loyalty. Communicate CSR efforts transparently to build trust and affinity.

Join the Humanocracy Movement

Join the growing movement towards Humanocracy. Engage with thought leaders, attend conferences, and participate in discussions surrounding innovative organizational structures. Contribute to the discourse on transforming every job into a creative and fulfilling endeavour.

Cultivate Curiosity and Creativity

Recognize that creativity cannot be injected it must be cultivated. (Sir Ken Robinson). Create an environment that fosters curiosity and encourages individuals to bring their best ideas forward. Understand the value of a creative workforce in driving innovation.

Acknowledge the Spectrum of Loyalty

Appreciate that loyalty is a spectrum, and individuals exhibit varying degrees of commitment. Tailor loyalty initiatives that recognize and reward different levels of loyalty, understanding that each employee or customer may engage differently. (Sturt and Nordstrom).

Build Trust Over Time

Understand that trust takes time to build. Leaders should recognize the diverse experiences each employee brings and show loyalty by helping them become their best selves. Cultivate an environment where trust is nurtured, and

loyalty becomes a reciprocal relationship (Sturt and Nordstrom, 2017) ^[21].

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