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## Employee Loyalty and Employee Heterogeneity of Deposit Money Banks in Rivers State

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### Abstract

*This study examined the relationship between employee loyalty and employee heterogeneity of deposit money banks in Rivers State. Cross sectional research design was adopted in studying the deposit money banks in Olu Obasanjo Road, Port Harcourt. Two-hundred and thirty-two (232) copies of questionnaire were retrieved and analyzed from the field survey out of two-hundred and fifty-nine (259) distributed. Spearman's rank order correlation coefficient statistical tool was employed to ascertain the relationship between the variables. Findings revealed a positive non-significant relationship between the variable employee loyalty and the measures of employee heterogeneity (gender and age heterogeneity). It was concluded that employee loyalty positively but non-significantly relate to employee heterogeneity of deposit money banks in Rivers State. The study suggested that the CBN should increase its routine bank inspections to make sure that the banks are following industry best practices. Management of deposit money banks should make sure that workplaces are constantly being upgraded and made conducive and this will foster job satisfaction and bring about employee loyalty.*

**Keywords:** Motivation, Satisfaction, Loyalty, Heterogeneity, Gender, Age

## Introduction

Today's workforce is becoming increasingly diverse: aging migration, increasing female participation in the workforce, and technological advances are all contributing factors (Ilmakunnas & Ilmakunnas, 2011; Kurtulus, 2012; Parrotta, Dario & Mariola, 2012a). In addition, many countries' businesses are required by law to diversify their workforce through quotas or affirmative action. As a result, heterogeneity has become a critical corporate concern. Firms must manage heterogeneity both internally (between management and staff) and externally (between consumers and suppliers) (i.e. by addressing the needs of different customers or suppliers). According to Garner and Rycx (2013), heterogeneity can lead to gains or losses. The latter can be caused by a more (or less) pleasant working environment, but also by a higher (or lower) salary.

Muthoni (2017) investigated workforce diversity management and employee performance in the National Bisafety Authority Kenya. Proposed as parameters to measure employee heterogeneity among other variables gender and age. It is assumed that young workers learn faster (Skirbekk, 2003) and have better cognitive and physical abilities (Hoyer & Lincourt, 1998), while older workers typically have more work experience and knowledge about internal company structures, relevant markets and networks (Czaja & Sharit, 1998; Grund & Westergaard-Nielsen, 2008). Given that these complementary skills are relevant to most firms, Lazear's (1999) model suggests that age diversity may yield some gains. However, the net effect on productivity will only be positive if these gains are outweighed by the additional communication costs (and difficulties associated with emotional conflict) that arise from a more diverse workforce. It has been repeatedly argued (Lazear, 1999; Jehn, Gregory & Margaret, 1999) that this condition is unlikely to be met for demographic diversity (heterogeneity in terms of age, gender or ethnicity), but for educational (i.e. -related) heterogeneity. This can actually increase efficiency if there is sufficient mutual learning and collaboration between workers with different backgrounds (Hamilton, Jack & Hideo, 2004). Mixed-gender groups may promote the impact of group efficacy on performance (Lee & Farh, 2004). The argument is that gender heterogeneity is likely to increase heterogeneity in group members' values, beliefs, and attitudes, which in turn may stimulate critical thinking and prevent escalation of commitment, i.e., inflated perceptions of group effectiveness leading to poor decisions making.

On the other hand, employee loyalty refers to employees who have deep feelings for the company and are willing to grow together with the company, have a sense of responsibility and mission at work, contribute their intelligence and wisdom to achieve the company's goals, and fulfil their role in helping the company achieve their strategic goals (Zhou & Yu, 2003).

Olusegun and Olusoji (2020) studied the work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria; Okoseimiema and Eketu (2019) investigated organizational climate and employee engagement in banks in Rivers State, Nigeria. A cross-sectional survey was used in this study; Adetula, Owolabi, Egbide and Adeyemo (2019) examined gender heterogeneity and financial performance of listed Nigerian companies; Essien (2018) investigated the effect of an ethical work climate on supplier selection decisions in the public sector; Babatunde, Yusuf and Abdulkareem (2018) assessed organizational climate and its effects on the performance of Nigerian pharmaceutical companies; Adenike (2011) assessed organizational climate as a predictor of employee job satisfaction: evidence from Covenant University. We build on observed content and measurement gaps that address the relationship between employee loyalty and workforce heterogeneity in developing countries, this study empirically examined the relationship

between employee loyalty and employee heterogeneity in deposit money banks in Rivers State.

Globalization and constant changes in the work environment have required organizations to grow their business and collaborate across national borders, necessitating the need to seek a more dynamic cultural model if they are to continue to thrive and meet their corporate goals in this dynamic environment. Businesses today appreciate and value multicultural workforces where employees come from different ethnic, racial, religious and gender backgrounds. We are now focused on managing the growing trend of a multi-ethnic, diverse workforce, which is a key factor in achieving the company's overall success. In other words, the globalizing economy and increasing number of corporations make managing heterogeneity a necessity for companies to survive and thrive in this period of economic, social and cultural change (Adewale, 2006; George & Ely, 2009; Jack & Dobbin, 2005; Ogbo, Kiford & Wilfred, 2014).

According to a study (Adetula, Nwobu, & Owolabi, 2014), there is a dearth of women in senior positions in Nigerian organizations. This limits women's access to and control over resources, limiting their economic independence. In Nigeria, women constitute the majority of informal sector workers (Gender in Nigeria Report, 2012). In their study of gender heterogeneity in the banking sectors of Ghana and Nigeria, Akomea and Adusei (2013) found a larger gender gap in favour of women. According to research (Liff & Ward, 2001), women are underrepresented in top management roles. Evidence from studies of team structure indicates that "extremely diversified teams will have greater impact than moderately heterogeneous teams" in team settings (Earley & Mosakowski, 2000).

The most pressing issues with workforce heterogeneity are issues of discrimination related to gender, age, work experience, education/qualifications, ethnicity, education and culture. Workers in the same diverse organization spread this discriminatory attitude, individual identity, and lack of cooperation among workers across boundaries, affecting morale, resulting in a negative performance index, and ultimately taking a toll on the company's profitability (Sidney & Chadwyck, 2001).

Consequently, in order to be more competitive, businesses must take an active and leadership role in improving their performance. To achieve the strategic plan, the organization must carefully select its employees (taking into account their age, gender, work experience, family status and education), invest in employees with appropriate responsibilities, support growth, improve the work environment and respect their needs. In light of this, this study examined the relationship between employee loyalty and employee heterogeneity of deposit money banks in Rivers State.

### **Research Questions**

The study seeks to provide answers to the following research questions:

- i. What is the relationship between employee loyalty and employee gender of deposit money banks in Rivers State?
- ii. What is the relationship between employee loyalty and employee age of deposit money banks in Rivers State?

### **Research Hypotheses**

The following research hypotheses were formulated and tested to establish the relationships between the variables.

H<sub>01</sub>: There is no significant relationship between employee loyalty and employee gender of deposit money banks in Rivers State.

H0<sub>2</sub>; There is no significant relationship between employee loyalty and employee age of deposit money banks in Rivers State.

## Literature Review

### The Concept of Employee Loyalty

The word loyal comes from the Latin language, which means compliance with the law (Smarżewska, 2018). The literature on the subject indicates many of its definitions. There is no agreement as to one conventional form of defining loyalty (Powers, 2000; Rosanas & Velilla, 2003). The report prepared by the TINY pulse group indicates that 43% of the surveyed employees expressed a desire to change jobs. This situation may result from the low level of loyalty of respondents (TINYpulse, 2019). Having employees whose loyalty level is high affects the success that an organization can achieve. Loyal employees are the company's main driver and with them developing an appropriate competitive advantage becomes easier (Konieczko, 2012).

The concept of loyalty is understood as a set of certain attitudes of behaviour that manifest themselves in their commitment (Świątek-Barylska, 2016). Employees with a high level of commitment are also highly loyal. They are more willing to perform the tasks entrusted to them. Their performance level and the need for personal development is also increasing (Urbancova, Vnouckova, 2018). The relationship between employee commitment and level of their loyalty clearly indicates the types of employee loyalty.

Loyalty as a social psychological phenomenon deeply embedded in human and organizational behaviour is tentatively understood as faithfulness or devotion to an individual, a team, or an organization in the case of individual incentives to defect or to desert. For a couple of reasons loyalty is of interest for management practitioners and scholars. On the one hand, employee loyalty is expected by supervisors and organizations in return for inducements delivered (Simon, 1976), e.g., salary, promotion opportunities or other incentives. Consequently, disloyalty is perceived as a break of the explicit or implicit exchange contract. On the other hand, employee loyalty may not be in the best interest of an organization, if for example the employee is not disclosing unethical behaviour because he/she feels committed to a 'code of honour' or the company is in a need to increase its employee turnover. Apparently, there is a trade-off between the economic benefits of employee loyalty and its associated costs.

Given its importance for leaders and organizations, the concept of employee loyalty has been addressed in various conceptualizations by many researchers from different disciplines, such as management (e.g. Brown et al, 2011; Niehoff et al., 2001; Reichheld, 1996), psychology (e.g. Chen, 2001; Chen et al., 2002; Cunha, 2002) and business ethics (e.g. Larmer, 1992; Mele, 2001; Vandekerckhov & Commers, 2004). It is argued that loyal employees show lower tendency of opportunism (Alvesson, 2000; Dooley & Fryxell, 1999) and will for instance remain with their employer despite strong economic incentives to leave (Logan, 1984; Reichheld, 1996). Moreover, loyal employees promise explicitly or implicitly "not to bring harm" to their company, executives or peers (Butler, 1991: 646). Consequently, loyal employees are unlikely to complain about changes in the organization (Niehoff et al., 2001) and will defend it against criticism expressed by outsiders (Turnley & Feldman, 1999). Loyal employees tend to show pride for the organization and engage in positive word-of-mouth recommendations about the company even in situations they are personally not convinced about the quality of their employer's services and products (Ali et al., 1993; Niehoff et al., 2001).

Attitudes and behaviors of employees regarding loyalty are affected by individual characteristics or personal traits (Coughlan, 2005). Previous research has also highlighted that the individual belief in a psychological contract held between them and their employer affects loyalty (Rousseau, 1990). Furthermore, individual perceptions, for example of work-related situations or organizational processes (e.g. Vishnumurthy, 2009), as well as satisfaction with occupational issues (e.g. Rusbult et al., 1988) seem to have an influence on employee loyalty. Finally, various studies investigate how the relationship between leader and subordinate enhances or inhibits employee loyalty (e.g. Caldwell & Canuto-Carranco, 2010).

For various reasons, firms are interested to select and recruit employees, who have a high propensity to be loyal (Coughlan, 2005). It has been argued that there is a positive relationship between loyalty and job satisfaction (Farell & Rusbult, 1992; Rusbult et al., 1988). Job satisfaction itself, however, is the result of many factors and moderators. For this reason, various empirical studies investigate the interplay between working relations or organizational aspects and satisfaction or employee loyalty. Regarding working relationships Matzler & Renzel (2006) demonstrate that trust in the management as well as trust in peers has a direct impact on employee satisfaction and subsequently influences employee loyalty positively. Beyond the influence of working relations, Borzaga and Tortia (2006) investigated the impact of process related aspects (e.g. professional development, decision-making autonomy), extrinsic aspects (e.g. working hours, job security) as well as economic aspects (e.g. mix of incentives, wage) on worker satisfaction and consequently loyalty. According to Matzler and Renzel (2006) work relationship had a weaker impact on satisfaction while process-related and economic-related aspects strongly influence satisfaction and thereby positively affect loyalty (Borzaga & Tortia, 2006). Arsić et al., (2012), Chang et al., (2010) and Jun et al., (2006) conducted empirical studies regarding possible systematic linkages between total quality management practices, satisfaction and employee loyalty. They found that employee empowerment, job evaluation, teamwork, leadership as well as compensation are significant positive predictors of employee satisfaction and subsequently employee loyalty. Additionally, Kearney et al., (2012) suggested that the physical work environment (e.g. internal design, light, music) not only has an impact on purchase decision but also influences employee's job satisfaction. Satisfaction in turn will bring about higher level of employee retention and loyalty.

### **Employee Heterogeneity**

Firms are composed of heterogeneous individuals who achieve differing levels of performance. An important strategic human capital issue relates to how firms identify and then retain or discard extreme performers (Zenger, 1992). Assuming reasonably efficient labor markets, we define extreme high (low) performers as employees who are compensated significantly more (less) than coworkers in the same firm who have similar observable characteristics (e.g., education, seniority, age, gender, race). We use the terms compensation, rewards, and pay interchangeably in this paper. We define these terms both theoretically and empirically as the total taxable income received by an employee including wages, salary, and bonuses.

Prior research has linked observable individual performance differences to unobservable differences in innate ability/talent or motivation to work (Castanias & Helfat, 1991, 2001; Elfenbein et al., 2010; Zenger, 1992). Firms try to retain high performers not only because these individuals drive firm success (Mindruta, 2012; Nyberg, 2010; Zucker, Darby, and Armstrong, 2002) but also because they may leave and use their talents to create new ventures that compete directly with their former employers (Campbell et al., 2012b;

Groysberg et al., 2009). Conversely, low performers adversely affect firm profitability (Krackhardt & Porter, 1986; Williams & Livingstone, 1994).

### **Gender**

Jayne and Dipboye (2004) argue that gender does not necessarily bring positive outcome such as increase motivation, improving talents, build engagement, and decline conflict. The results from the studies conclude that benefits from diversity are contingent on situation such as the organization strategy, culture, environment as well as people and the organization. Other than that, giving more adequate training to build engagement among employees is necessary in the surface level (Starlene & Kimberly, 2011). Inmyxai and Takahashi (2010) presented that there are different effects on employee engagement when different gender; male or female heads a firm in different countries. The studies tested the result of employee engagement on different gender. According to researchers, it is an incentive for different gender headed firm to invest in different stages of business to maximize its performance and build core competencies through diversifying its workforce thus, contribute better engagement.

Recent studies identified that gender discrimination does affect employee's engagement. Genders are defined as a range of differences between men and women, extending from a biological to the social. Abbas and Hameed (2010) suggest that there are three dimension of gender discrimination; gender discrimination in hiring, gender discrimination in promotion and gender discrimination in provision of goods and facilities. According to Abbas and Hameed (2010), women do not have an upper hand when it comes to hiring compared with men. There is also women discrimination in superintendent salary or getting promotion. Female superintendent who replaces male superintendent gets a lower salary level. Other than that, it shows that gender discrimination affects employee's engagement as well as organizations productivity. They provide explanation that the continuation of gender discrimination and competitive labour markets and analyzes the effects on employees' engagement (Rab et al., 2013). The literature shows that on average, women receive lower earning than men. The difference persists even when controlling hours for work, industry of work and human capital characteristics suggest that this provides evidence of wage discrimination against women. Besides that, Mkoji and Sikalieh (2012) suggest that managers need to be aware that there might be gender differences regarding the relative importance assigned to distributions and communication. This may imply different communication strategies for dealing with male and female subordinates as management tries to create an optimal environment of fairness. As a result, failure of communication among different gender may lead to unfavorable employee engagement in the banks.

However, there are studies from some researchers that these relationships may not hold currently due to the changing nature of the role of women in the workforce. Hogg and Terry (2000), for example, did not find any gender effects in justice-outcome relationships; they point to narrowing gender gaps and similarity of work values between men and women as a reason. To put it in a simple way, the studies states that gender diversity in an organization did not affect performance of the employees.

Hoogendoorn et al (2011) state that one of the key potential determinants of a team's success is its gender diversity. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful relationships. Phillips (2012) study findings conclude that a balanced gender diversity brings more balance to teams, thus creating less volatility and fewer conflicts.

Gender inequality has always been seen as the most common diversity issue around the world. However different regions still have different diversity issues ranging from religion, age, race, ethnicity etc. In Kenya for example, race is not much of an issue, but ethnicity is a very big problem. In other countries such USA and South Africa, there have been numerous reports of discrimination against blacks and other minor races (Shen et al., 2009). Countries such as Pakistan and Egypt have religious issues where predominant Muslims discriminate against Christian minorities.

Poor gender diversity management at workplace has a direct effect on job performance. It has an influence on pay, promotions, evaluation, supervision etc. It has been proven that women are paid less than men for similar roles/tasks (Blau & Kahn, 2006). They are also less likely to get promoted (Eagly & Koenig, 2008) and are usually assessed more negatively compared to men (Davison & Burke, 2000). Gender inequality at workplace results in reduced productivity. Discrimination of employees based on their gender reduces their morale, decreasing their motivation, and self-esteem, making it hard for the person to work effectively. Poor gender diversity management or stereotypical views at workplaces causes' illegal practice of passing over someone for promotion, with the inherent belief that women cannot lead, or perform better than men. Some organizations avoid recruiting, or give menial jobs to women involved in family responsibilities with the fear that they may be torn between work and family responsibilities. This sort of discrimination can create a strong resentment and loss of self-worth with such employees opting to destruction as a mechanism to getting back to their biased employers. Forms of destruction may include through physical violence, property destruction or creating propaganda (Gluck, 2015).

Hoogendoorn et al (2011) revealed that teams with equal gender mix performed better in terms of sales and profits, compared to male-dominated teams. The findings also indicated that teams that had lower numbers of women had lower profits and sales than teams having balanced gender mix.

In a study conducted by Gallego-Álvarez, García-Sánchez, and Rodríguez-Domínguez (2010) found that employees with gender differences have different perceptions of gender diversity in the workplace. Female managers were found to have more positive attitudes towards equality and diversity than their male counterparts.

Martins and Parsons (2007) indicate that there is a strong relationship between the two gender groups in attitude toward affirmative action. Which increased male and female employees desire to participate in diversity management initiatives and enhanced organizational attractiveness for employees. Patrick and Kumar (2012) found that there were significant differences between men and women professionals toward strategies for increasing awareness about workplace diversity. Women are more likely to work with diverse workforce to achieve goals.

### **Age**

A workforce with people of a particular age group has the potential of becoming obsolete if the experience attained by the older generation is not passed down to younger professionals. A workforce with different age sets creates an atmosphere in which each generation brings in a variety of skill sets (Finn, 2015). A poorly managed age diversity workforce results in boring and uninspired ideas, conservative attitudes towards strategies, inflexibility to change etc. (Starr, n.d.). The young generations bring in good working knowledge of business technology highly applicable today. They are likely to have a strong grasp on use of high-tech equipment and platforms such as social networking and webcasting. Older generations bring

in the traditional business skills into the organization. They are able to mentor the younger employees, thereby passing down the knowledge and experiences.

There is a correlation between in lessened job performance and age in some duties at workplace (Suttle, 2016). As people age, they tend to lose the hearing, and with such, duties involving listening to oral instructions may be affected. Impaired vision may also influence performance when people have trouble reading emails, research materials or even instructions. With age comes loss in muscle strength, physical strength and energy. Jobs requiring people to lift heavy objects, moving around or numerous routine tasks may be unsuitable for older generations of people. Young people, on the other hand, may lack the suitable experience that may be required in performing some duties and roles. With experience comes job knowledge. Job knowledge and experience have a direct impact on performance at work (Schmidt, Hunter, & Outerbridge, 1986)

Organizations therefore need to have a mix of all generations, in order to reap the benefits of a diverse and multi-generational workforce having a youthful exuberance, and mature employees with knowledge vast experience (Finn, 2015).

Matz-Costa, Carapinha, and Pitt-Catsoupes (2012) described age as a very visible type of diversity which gives almost instant rise to discrimination. The rifest problems relating to age diversity is when a younger, inexperienced supervisor is put in charge of older, experienced employees. Older employees have higher levels of company loyalty, have better interpersonal skills, and are harder working and better at teamwork. Stereotypes regarding younger workers includes that they have greater absenteeism and job-related accidents (Wessels, 2008).

### **Methodology**

The accessible population consists of employees of fourteen (14) deposit money banks totaling two hundred and fifty-nine (259). This study utilized the census sampling method hence the entire population also constitute the sample size for the study. The researcher adopted Spearman's Rank Order correlation coefficient.

### **Hypothesis One**

H<sub>01</sub>: There is no significant relationship between employee loyalty and employee gender of deposit money banks in Rivers State.

Table 1 revealed that the Spearman Correlation coefficient is 0.803 which reflect a strong positive linear relationship between employee loyalty and gender. And the Correlation test is highly significance at (p=0.004). The p-value is less than the alpha value of 0.05. Positive relationship means that as employee loyalty increases gender heterogeneity also increases.

Following this finding, the study concludes that there is a relationship between employee loyalty and gender. Therefore, null hypothesis was rejected.

### **Hypothesis Two**

H<sub>02</sub>: There is no significant relationship between employee loyalty and employee age of deposit money banks in Rivers State.

Table 2 revealed that the Spearman Correlation coefficient is 0.744 which reflect a positive linear relationship between employee loyalty and age. And the Correlation test show that employee loyalty has significant effect on age with a p-value of 0.002. Positive relationship means that as employee loyalty increases age heterogeneity increases.

Following this finding, the study concludes that there is a relationship between employee loyalty and age heterogeneity. Therefore, null hypothesis was rejected.

## **Discussion of the Findings**

### **Positive Relationship between Employee Loyalty and Gender Heterogeneity**

The first specific objective was to ascertain the relationship between employee loyalty and gender heterogeneity and was captured by a research question as expressed under Ho<sub>1</sub>. This hypothesis stated that there is no significant relationship between employee loyalty and gender heterogeneity. The outcome of the data analysis did not support the hypothesis. The result showed that there is a strong and significant relationship between employee loyalty and gender heterogeneity of deposit money banks in Rivers State. This position is corroborated by Lamberti et al., (2020) in their research on work climate drivers and employee heterogeneity found that employee loyalty is affected by gender corroborating the findings of Tlaiss (2013) and Eskildsen et al., (2004). Interestingly, the only evidence regarding a gender gap is that leadership is relevant for female employees, with pay making no difference.

### **Positive Relationship between Employee Loyalty and Age Heterogeneity**

One of the specific objectives was to investigate the relationship between employee loyalty and age heterogeneity. This was captured by a research question and expressed under Ho<sub>2</sub>. This hypothesis stated there is no significant relationship between employee loyalty and age heterogeneity. The outcome of the data analysis did not support the hypothesis. The result showed that there is a positive and significant relationship between employee loyalty and age heterogeneity of deposit money banks in Rivers State. This implies increase in employee loyalty is associated with increase in age heterogeneity. This finding agrees with the findings of Lamberti et al., (2020) in their research on work climate drivers and employee heterogeneity found out that employee loyalty is affected by age corroborating the findings of Tlaiss (201) and Eskildsen et al., (2004a). Age, job grade and tenure, the study results point to important differences. Leadership and pay are more relevant to younger, lower-level, and less experienced employees, whereas work conditions and image matter more to older, higher-level, and more experienced employees. This finding corroborates reported findings regarding the need for closer communication by superiors with shorter-tenure employees (Bogan & Dedeoglu, 2017), higher-level employees usually manifest a stronger attachment to the organization (Olmedo-Cifuentes & Martinez-Leon, 2014), and retention of younger employees being enhanced by attention/recognition and relationships with immediate superiors (Thompson & Gregory, 2012).

## **Conclusions**

Based on the findings of this study, the following conclusions are drawn:

1. Employee loyalty in deposit money banks in Rivers State influences gender heterogeneity.
2. Employee loyalty in deposit money banks in Rivers State significantly affects age heterogeneity.

The study affirms that employee loyalty plays non-significant and non-substantial role in enabling the gender and age heterogeneity of deposit money banks in Rivers State, Nigeria. The results further substantiate the assertion and lend credit to the position that employee loyalty is a critical and highly imperative factor in sustaining employee heterogeneity; its role as an antecedent to employee heterogeneity is necessitated by a state of mental calmness, the uniqueness of every encounter between employee and the bank, the pleasure derived from services.

## **Recommendations**

The following recommendations are made based on the findings of the study:

- i. Deposit money banks should as much as possible close the gender disparity amongst employees as a blend of both male and female employees will bring about improved synergy, performance and productivity.
- ii. Deposit money banks should consider female employees for leadership positions as such leadership roles matter so much to them than increased pay.
- iii. Management of deposit money banks should have a blend of the young and old within the workforce as this enable the old transfer their experience to the younger employees while the younger employees will bring their energy and tactical skills to bear.
- iv. Management of deposit money banks should give leadership position to younger employees and remunerate them adequately.
- v. Deposit money banks should retain older employees because of their experience. They should be provided with good work condition.

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**Appendices**

Table 1: Analysis of the effect of employee loyalty on gender

		ELY	GER
ELY	Correlation Coefficient	1.000	.803
	Sig. (2-tailed)	.	.004
	N	227	227
GER	Correlation Coefficient	.803	1.000
	Sig. (2-tailed)	.004	.
	N	227	227

**Source:** SPSS 21.0 output on research data

Table 2: Analysis of the effect of employee loyalty on age

		ELY	AE
ELY	Correlation Coefficient	1.000	.744
	Sig. (2-tailed)	.	.002
	N	227	227
AE	Correlation Coefficient	.744	1.000
	Sig. (2-tailed)	.002	.
	N	227	227

**Source:** SPSS 21.0 output on research data