

I Am Proud Working at Mcdonald's: Are You A Satisfied and Loyal Employee?

Law Lih Herng¹, Lavhinesh A/L Balaraman², Lee Chiew Ceng³, Lee Hui Lin⁴, Erika Dwi Amelia Rahmasari⁵, Fadhila Puput Ramadhani⁶, Shweta Srivastava⁷, Juhi

Sharma⁸, Rosmelisa Yusof⁹

Universiti Sains Malaysia^{1,2,3,4,9}

Universitas Brawijaya^{5,6}

IMS Engineering College⁷

CMS Business School⁸

Correspondence email: lihhernglaw@student.usm.my

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Herng, L. L., Balaraman, L., Ceng, L. C., Lin, L. H., Rahmasari, E. D. A., Ramadhani, F. P., Srivastava, S., Sharma, J., Yusof, R. (2023). I am proud working at McDonald's: Are you a satisfied and loyal employee? *International Journal of Tourism & Hospitality in Asia Pasific*, Vol. 6(2), 40-50.

DOI:

<https://doi.org/10.32535/ijthap.v6i2.2328>

Copyright©2023 owned by Author(s).

Published by IJTHAP



This is an open-access article.

License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 27 April 2022

Accepted: 19 May 2023

Published: 20 June 2023

ABSTRACT

One of the top fast-food restaurants in the world, McDonald's has more than 36,000 locations across the globe. In Malaysia, there are more than 320 branches countrywide and they employ over 15000 employees around the country, supplying career, and development opportunities. This study aims to focus on how satisfied the employees are with their job and their loyalty towards the fast-food joint. Moreover, this study will also explain how the employees' job satisfaction plays a crucial part in shaping their loyalty towards their workplace. For this study, we have surveyed the employees of five different McDonald's branches in Malaysia and Indonesia, namely McDonald's Kulim, McDonald's Alma, McDonald's E-Gate, McDonald's Lowokwaru, and McDonald's Darmo. Online surveys help to collect a huge amount of data while interviews provide deep and clear opinions and feelings of the employees. The findings indicated that pay and job satisfaction are positively associated with employee loyalty. Thus, when McDonald's understands and learns more about the employees' satisfaction and loyalty, it can provide better customer service and the customer receive higher satisfaction.

Keywords: Coworkers, Employee Loyalty, Job Satisfaction, Pay, Promotion, Working Environment

INTRODUCTION

The fast-food industry has experienced tremendous growth since first coming to Malaysia in 1963. Following a successful year in 2021, McDonald's Malaysia presented their RM1.35 billion five-year business expansion strategy. Despite a record-breaking year in 2019, McDonald's Malaysia's business suffered in 2020 as a result of the Covid-19 limitations, which reduced guest visits. However, the fast-food company swiftly strengthened safety and hygiene measures across its 300 locations to reduce the risk of illness. It altered its strategy to focus on crucial revenue generators like the McDelivery Digital Platform, Drive-Thru, and McCafe.

McDonald's is one of the world's largest fast-food industries, with over 36000 restaurants globally. Undoubtedly, its outstanding service has won it a strong reputation among consumers, but job satisfaction remains an unavoidable concern for McDonald's. Employees are the backbone of a fast-food business and may be satisfied with their work for various reasons. Some may feel satisfied with their promotion despite the difficulties of their duties, while others may cherish the atmosphere of cooperation and collaboration.

According to the Cambridge Dictionary, job satisfaction refers to the sense of joy and accomplishment you get from your job when you know your work is worthwhile or the extent to which your profession offers you this feeling. Meanwhile, Hoppock defined job satisfaction as generally a combination of psychological, physiological, and environmental determinants that leads a person to say honestly (Hoppock, 1935). According to this point of view, while a range of external elements influences job satisfaction, it is ultimately an interior issue relating to how a person feels. Job satisfaction presents a set of factors that contribute to a sense of satisfaction.

Job satisfaction is among the significant factors determining the efficiency and effectiveness of commercial enterprises as it will directly impact employee loyalty. For instance, a company that is always concerned about its workers will give its employees higher job satisfaction and increase employee loyalty. Therefore, McDonald's should maintain a high level of job satisfaction for their employees as it may be a sign of the workers' good emotional and mental state. This allows the employees to always be loyal to the company from time to time. In short, this paper aims to study whether the factors stated will influence job satisfaction and loyalty among McDonald's employees in order to improve the better consideration for better organizational performance.

LITERATURE REVIEW

Pay is defined as the amount of financial remuneration received (Luthans, 2011). Pay is the financial compensation given to employees by the firm in exchange for their work. According to Neog and Barua (2014), pay, benefits, and opportunities for advancement, all significantly impact employee satisfaction and loyalty. Low pay will demotivate the staff and cause dissatisfaction. Employee performance will decrease if they work hard and believe they will be fairly compensated but received less than expected. Employees who are dissatisfied with their workplace will consider leaving (Lim, 2019). By the end of 2022, McDonald's Malaysia intends to raise the minimum salary to RM1,500. Wage increases have made employees feel more satisfied and loyal to McDonald's, leading to increased productivity and customer satisfaction. The following hypotheses have been formulated for our research on McDonald's:

H1: Pay is positively related to employee loyalty.

H6: Pay is positively related to job satisfaction.

Promotions

A promotion is a move from one position with lower status and responsibility to one with a high position and responsibility. A promotion increases both wages and status. Seniority, work performance, loyalty level, and honesty are all important factors in job promotions (Rinny, Purba, & Handiman, 2020). Employee satisfaction and performance are significantly impacted by job advancement. Employee promotion or career development is something that companies should consider to boost employee loyalty and satisfaction, namely by providing equal opportunities for all employees to improve skills both in theory and in practice through various training, experience, and education, so that the possibility of promotion will motivate employees and reduce turnover intention. McDonald's is a learning organization that fosters talent, develops leaders, and recognizes achievement. McDonald's provides career opportunities for advancement and growth to help its staff members reach their full potential. McDonald's restaurants provide a variety of career advancement opportunities, including global training programmes, high school completion courses, and tuition assistance for colleagues. The following hypotheses have been formulated for our research on McDonald's:

H2: Promotions are positively related to employee loyalty.

H7: Promotions are positively related to job satisfaction.

Coworkers

Coworker social support is defined as colleagues' willingness to assist each other (Akgunduz & Eryilmaz, 2018). For instance, being caring, not spreading gossip, respectful, friendly, and supportive. Coworker support refers to work colleagues helping one another in their duties when necessary by sharing their expertise and knowledge as well as supporting and encouraging one another. Employees can exchange ideas more honestly and openly in an environment where coworker support is vital. Employees will develop positive attitudes toward the job and their productivity will improve in an organization where both manager and coworker support is perceived (Ergün & Nartgün, 2017). Coworker support has a positive correlation with employee satisfaction but a negative association with job stress and a desire to quit. The following hypotheses have been formulated for our research on McDonald's:

H3: Coworkers are positively related to employee loyalty.

H8: Coworkers are positively related to job satisfaction.

Working Environment

The workplace environment is everything that persists around employees and can interfere with their ability to complete the work that has been assigned to them (Badrianto & Ekhsan, 2020). The physical condition of the workplace and the social condition of the workplace are the two primary aspects of the workplace environment. A good work environment is very important for job security, workers' safety, and maintaining a clear understanding between employees and supervisors. Still, most organizations place less emphasis on the working environment (Taheri, Miah, & Kamaruzzaman, 2020). Their workplace environment will influence employee performance. A pleasant workplace environment creates a feeling of security and allows employees to contribute to their full potential. Employee emotions could be affected by their workplace environment too. Employees who like their workplace will be more comfortable at work, increasing their job satisfaction and loyalty to the company (Badrianto & Ekhsan, 2020). A good working environment boosts employee productivity and performance. The following hypotheses have been formulated for our research on McDonald's:

H4: Working environment is positively related to employee loyalty.

H9: Working environment is positively related to job satisfaction.

Job Satisfaction

Job satisfaction refers to how happy employees are with their jobs. Job satisfaction encompasses an employee's feelings and also structural aspects of work like pay, promotion opportunities, working environment, and coworkers. Job satisfaction is

defined as people's attitudes toward their jobs. Job satisfaction's attitudinal nature implies that an individual will typically remain with a satisfying job and leave a dissatisfying job (Arokiasamy, 2019). Job satisfaction occurs when a job fulfils an individual's expectations and standards. Employee commitment and performance in the workplace will be influenced by job satisfaction. When workers are satisfied with their job, it triggers a cascade of positive impacts that straight improve organizational performance (Kee et al., 2021). Job satisfaction is a very complex phenomenon because determining how distinct people perceive job satisfaction is difficult. Everyone is unique, and what gives one person job satisfaction may give another job dissatisfaction. According to Ukandu & Ukpere (2014), employees who are happy and motivated are more likely to complete good work and provide excellent service to customers. A poor working environment may cause poor worker satisfaction, a lack of fringe benefits, low pay, etc. Unsatisfied employees will lead to high absences, poor work quality, and a high employee turnover rate.

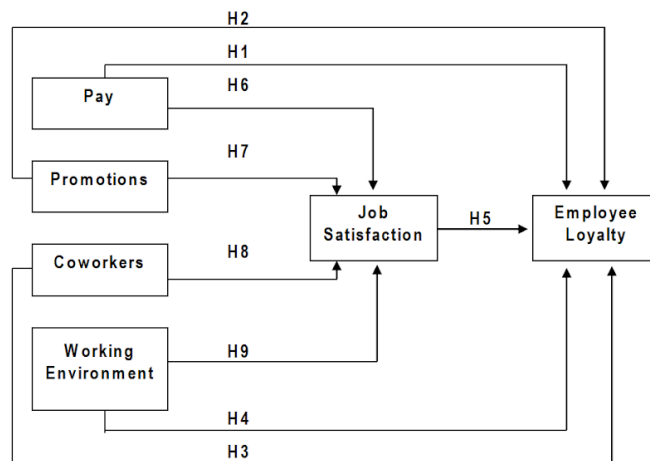
McDonald's mission is to be employees' favorite way and place to work. McDonald's has a wonderful people-centric work culture in which its workers work in an enjoyable and energizing environment where everyone feels like a team member (McDonald's Corporation, 2022). Besides that, McDonald's offers their employees career and educational growth, development opportunities and training to gain knowledge, improve, and reach their full potential (Kee et al., 2021). Good coworker relationships, a clean work environment, and career opportunities will increase employee job satisfaction. Employee job satisfaction is one factor contributing to employees performing well at work, influencing employee loyalty (Bagis, Dianti, Darmawan et al., 2021). The following hypotheses have been formulated for our research on McDonald's:

H5: Job satisfaction is positively related to employee loyalty.

Employee Loyalty

Employee loyalty refers to the desire of the worker to stay in the organization and do everything as efficiently as possible, as evidenced by a willingness to work under ordinary circumstances and acceptance of company values (Puspita, Nugroho, & Banun, 2020). Low employee loyalty will damage and cause issues such as loss of trust, inefficient work, absenteeism, and intentions for high turnover (Darmawan et al., 2020). Employee loyalty is an employee's commitment to giving their best effort to an organization. Employees with a high level of loyalty will follow the workload and regulations imposed by their organization or supervisor (Saputra & Mahaputra, 2022). Employee loyalty rises from the fairness provided by the organization, both in salaries, career development opportunities, and working hours. High job satisfaction will increase employee loyalty to the company. Figure 1 below illustrates our research model, and a total of 9 hypotheses were formulated.

Figure 1. Our Research Model



RESEARCH METHOD

In order to collect information on how satisfied the employees are with their job, we have chosen the empirical research method as the research method. Typically, in research, the researcher includes primary and/or secondary data (Johari, 2022). In the empirical research method, the researcher's conclusion is backed by strong and legit proof. The empirical research method requires true shreds of evidence to explain further and support the conclusion that has been made by the researcher (Bouchrika, 2022). In this research, we have used the quantitative method to learn the job satisfaction level of McDonald's employees. The quantitative method is usually used by researchers to collect data in numerical form (Sundararajan et al., 2020). A researcher who uses quantitative method typically conducts surveys to collect data (Bouchrika, 2022).

Sample and Procedure

For this research, we conducted an online survey to collect information on the job satisfaction of Mc Donald's employees. Google Forms was used to build the online survey. A five-point Likert scale was utilized in this survey, and respondents could choose from one (Disagree/Less likely) to five (Agree/Most likely). The online survey was conducted by having employees from three McDonald's branches in Malaysia, McDonald's Kulim, McDonald's Alma, and McDonald's E-Gate and two McDonald's branches in Indonesia, McDonald's Lowokwaru, and McDonald's Darmo. The online survey form was sent to the participants primarily through WhatsApp and other social media applications. We targeted McDonald's employees as our respondents as the research aims to study their job satisfaction and how that leads to employee loyalty. A total of 110 responses were collected at the end of this online survey.

Measures

The online survey contains seven parts, which are demography, pay, promotion, working environment, coworkers, job satisfaction, and employee loyalty. Demography focuses on the background of the respondents, and the information was retrieved from questions such as age, gender, ethnicity, religion, and work experience. The pay section includes five items that focus on the satisfaction of the employees towards their salary. The example item is "I get paid well". The promotion section contains five items, such as "I think that McDonald's promotion policy is fair" which focuses on the satisfaction of employees towards McDonald's promotion policy. Coworkers section has five items, such as "I have a healthy relationship with my coworkers" which emphasizes the link between the employee and their coworkers and how it contributes to job satisfaction. The working environment section contains four items that focus on the satisfaction level of the employees towards their workplace. The example item is "I think that McDonald's

has a comfortable working environment". The job satisfaction section includes nine items, such as "I enjoy working at McDonald's" which aims to gather information on overall job satisfaction of the employees. The final section, which is employee loyalty has seven items such as "Will you be working for McDonald's in the next two years?" which focuses on how loyal the employees are towards their job.

Table 1. Summary of Respondent's Demography (N=110)

Response	Frequency	Percentage (%)
Age		
18 to 25	61	55.5
26 to 35	31	28.2
36 to 45	12	10.9
Older than 45	6	5.5
Gender		
Male	57	51.8
Female	53	48.2
Ethnicity		
Malay	33	30
Chinese	20	18.2
Indian	38	34.5
Indonesian	19	17.3
Religion		
Islam	51	46.4
Buddhism	15	13.6
Hinduism	34	30.9
Christianity	9	8.2
Sikhism	1	0.9
Work experience		
Less than 1 year	29	26.4
2 years	36	32.7
3 years	18	16.4
More than 3 years	27	24.5

Table 1 depicts the summary of respondent's demography. Based on Table 1, 61 (55.5%) of the responders are in the 18 to 25 age bracket. This shows that most of the McDonald's employees are secondary school leavers and university students. The second largest age group is 26 to 35 with a frequency of 31 (28.2%), followed by the 36 to 45 age group with a frequency of 12 (10.9%). The smallest age group is older than 45 with a frequency of 6 (5.5%). The respondents are mostly male with a frequency of 57 (51.8%). There were 53 (48.2%) female respondents. Most of the respondents were Indians with a frequency of 38 (34.5%), followed by Malays with a frequency of 33 (30%), Chinese with a frequency of 20 (18.2%), and Indonesians with a frequency of 19 (17.3%). According to the online survey's findings, the majority of respondents practice Islam as their religion with a frequency of 51 (46.4%), followed by Hinduism with a frequency of 34 (30.9%), Buddhism with a frequency of 15 (13.6%), Christianity with a frequency of 9 (8.2%), and Sikhism with a frequency of 1 (0.9%). Moreover, the online survey revealed that 36 (32.7%) respondents, which is the majority, have worked in McDonald's for 2 years. 29 (26.4%) respondents have worked in McDonald's for less than a year. 27 (24.5%) respondents have worked in McDonalds for more than 3 years. 18 (16.4%) respondents have experience working in McDonald's for 3 years.

RESULTS

Table 2 shows descriptive statistics, information on dependability, and zero-order correlations between variables. All variables tested show strong reliability ranging from .70 to .94.

Table 2. Descriptive Statistics, Cronbach's Coefficients Alpha, and Zero-order Correlations for all study variables

Variables	1	2	3	4	5	6
1. Pay	0.737					
2. Promotion	0.333**	0.895				
3. Coworkers	0.300**	0.554**	0.900			
4. Work Environment	0.394**	0.681**	0.741**	0.883		
5. Job Satisfaction	0.436**	0.811**	0.739**	0.818**	0.937	
6. Employee Loyalty	0.379**	-0.095	-0.043	0.125	0.122	0.692
Mean	3.576	4.220	4.329	4.425	4.086	3.204
Standard Deviation	0.575	0.677	0.622	0.627	0.635	0.609
No. of Items	5	5	5	4	9	7

Note: N = 110; **p < .01 level. The diagonal entries indicate Cronbach's Coefficients Alpha.

Table 2 shows the results of Cronbach's Coefficients Alpha and Zero-order Correlations. Coefficients of Cronbach Alpha use information from a single test administration to determine reliability (Cho & Kim, 2015). Zero-order Correlations estimate the correlation between the variables in the model. Cronbach's Coefficients Alpha between 1 and 0.9 is deemed "Excellent," between 0.8 and 0.89 is considered "Good," between 0.7 and 0.79 is deemed "Acceptable," between 0.6 and 0.69 is considered "Questionable," between 0.50 and 0.59 is deemed "Poor," and below 0.59 is considered "Unacceptable." (George & Mallery, 2003). There are 110 McDonald's employees participating in the survey to investigate factors influencing job satisfaction and employee loyalty of McDonald's employees. In this model, four factors are suggested to influence McDonald's employees' job satisfaction and loyalty: Pay, Promotion, Coworkers, and Work Environment. By referring to Cronbach's Coefficients Alpha in Table 2, Coworkers and Job Satisfaction is "Excellent" in reliability with 0.9 and 0.937 Cronbach's Coefficients Alpha, respectively; Promotion and Work Environment are considered "Good" in reliability with 0.895 and 0.883 Cronbach's Coefficients Alpha respectively; Pay is considered "Acceptable" in reliability with 0.737 Cronbach's Coefficients Alpha; Employee Loyalty is considered "Questionable" with 0.692 Cronbach's Coefficients Alpha. The variables have an overall mean range of more than 3.2 indicating that the respondents agree or strongly agree with the contribution of the variables to the job satisfaction and employee loyalty of McDonald's employees.

Table 3. Regression Analysis

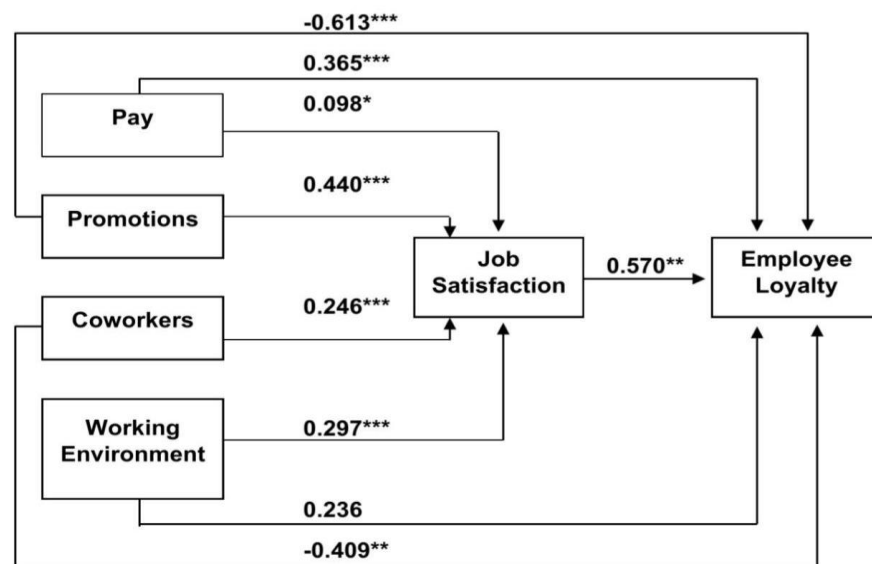
Variables	Employee Loyalty	P value	Job Satisfaction	P value
1. Pay	0.365***	0.000	0.098*	0.030
2. Promotion	-0.613***	0.000	0.440***	0.000
3. Coworkers	-0.409**	0.002	0.246***	0.000
4. Work Environment	0.236	0.125	0.297***	0.000
5. Job Satisfaction	0.570**	0.004		
R ²	0.313		0.825	
F value	9.484		123.374	
Durbin-Watson Statistic	1.020		1.223	

Note: N = 110; *p < .05, **p < .01, ***p < .001. Dependent Variables: Employee Loyalty, Job Satisfaction.

Table 3 displays the regression analysis result of the model. Employee Loyalty is the dependent variable, and the independent variables are Promotion, Pay, Coworkers, Work Environment, and Job Satisfaction. The R squared value is 0.313. This indicates that 31.3% of Employee Loyalty is explained by Promotion, Pay, Coworkers, and Job Satisfaction. By referring to Table 3, Promotion, Pay, Coworkers, and Job Satisfaction is significant to Employee Loyalty. But since Promotion and Coworkers are negatively related to Employee Loyalty, H2 and H3 are not supported while H1 and H5 are proven. The Work Environment is not significant to Employee Loyalty as the p-value of Work Environment is more than 0.05. Hence, H4 is not supported.

Pay, Promotion, Coworkers, and Work Environment might affect Employee Loyalty through Job Satisfaction. In the analysis, the independent variables are Promotion, Pay, Coworkers, and Work Environment while the dependent variable is Job Satisfaction. The output shows that the R squared value is 0.825. This indicates that Pay, Promotion, Coworkers, and Work Environment explain 82.5% of Job Satisfaction. The output shows that Promotion, Pay, Coworkers, and Work Environment are significant and positively correlated with β values of 0.440, 0.098, 0.246, and 0.297 respectively. The β value for promotion is the highest indicating that promotion brings the biggest effect on Job Satisfaction. Thus, H6, H7, H8 and H9 are proven.

Figure 2. Overview Result



DISCUSSION

This study discovered the relationship between the independent variables and the dependent variables. The independent variables consist of pay, promotions, coworkers, working environment, and job satisfaction, which will influence the dependent variable (employee loyalty). According to the data, job satisfaction, pay, and working environment are positively associated with employee loyalty. Furthermore, the analysis results indicate that the model proposed in this study could explain the motivation to continue working in McDonald's through pay, promotions, coworkers, working environment and job satisfaction that brings to the employee loyalty.

The study shows that promotion is the most significant factor influencing employees' job satisfaction with a beta value of 0.440. As job satisfaction is the mediator in the model, promotion should increase employees' job satisfaction and employee loyalty at the same time. But the result of the study shows that promotion is negatively related to employee

loyalty. This is because promotion increases short-term job satisfaction but diminishes after one year (Otto, Dekker, Dekker, Richter, & Zabel, 2021). Thus, although promotion can increase job satisfaction in the short term, it fails to increase employee loyalty to retain the firm for the long term.

The other significant factors for determining job satisfaction are work environment, coworkers, and pay, with beta values of 0.297, 0.246, and 0.098, respectively. The work environment has no significant effect on employee loyalty, but it has a significant effect on job satisfaction. This shows that the work environment has a mediating effect on employee loyalty through job satisfaction.

Besides, the study illustrates that pay is the most important determinant that can influence their employees directly to employee loyalty with a beta value of 0.365. This is because reasonable pay is the main reason for most people to have a job, and they expect to get higher pay to have a better life for their family or themselves. High pay usually improves employee loyalty to stay in the current company. Compensation is a key factor in encouraging employees to work creatively and feel at ease in the workplace. As a result, determining adequate, fair, and effective pay is critical (Erisman & Arini, 2016). Moreover, the working environment also gives a positive value of beta value 0.236 when it ties with employee loyalty. The cultural working environment and effective workplace communication positively impact worker welfare, health, morale, and efficiency, bringing a higher loyalty among the employees.

Finally, while promotions and coworkers were statistically significant factors impacting job satisfaction, they did not significantly influence employee loyalty directly and were reported at a negative value which is -0.613 and -0.409, respectively. As a result, McDonald's might need to consider enhancing the pay, promotions, coworkers, and working environment to increase job satisfaction among employees and focusing on salary and working environment to maximize employee loyalty.

CONCLUSION

This research revealed the relationship between the independent variables (pay, promotions, coworkers, working environment, and job satisfaction) and the dependent variables (employee loyalty). The findings indicated that pay and job satisfaction are positively associated with employee loyalty. Pay is the variable prioritized by McDonald's employees, followed by job satisfaction. Hence, hypotheses H1 and H5 have been accepted, while hypotheses H2, H3, and H4 have been rejected. Furthermore, our study has shown the mediating effect of job satisfaction variables on the relationship between pay, promotions, coworkers, working environment, and job satisfaction toward employee loyalty. We have discovered that pay, promotions, coworkers, and the working environment can affect employee loyalty via job satisfaction. Pay, promotions, coworkers, and the working environment were discovered to be positively linked to job satisfaction. The promotion has the greatest impact on job satisfaction, followed by the working environment, coworkers, and pay. Hence, the hypothesis H6, H7, H8, and H9 has been accepted. Pay is positively related to employee loyalty and job satisfaction. McDonald's employees evaluated pay as an important factor to derive employee loyalty and job satisfaction. Our respondents are satisfied and would stay at McDonald's if the pay was good. McDonald's is advised to boost employee pay satisfaction by increasing wages, rewards, and benefits to enhance employees' satisfaction and loyalty.

LIMITATION

There are a few limitations to this study. Only four factors that affect job satisfaction are the subject of this study. Therefore, the findings of this study are only based on those four factors. Moreover, the responses were collected from only five McDonald's branches

in Malaysia and Indonesia. Hence, this study might not reflect the overall perspective of Malaysian and Indonesian McDonald's employees. Furthermore, the responses were collected through an online survey using Google Forms. It was not feasible to interview the employees in person. As a result, we were not able to further understand the job satisfaction and loyalty level of the employees. Therefore, further research should be done on this topic by including more methods and more McDonald's branches across Malaysia and Indonesia to collect information. Further research should be done to identify other factors that contribute to the employees' job satisfaction.

ACKNOWLEDGEMENT

N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declare that there are no conflicting interests

REFERENCES

- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and coworker support on social loafing? *International Journal of Hospitality Management*, 68, 41–49. doi: 10.1016/j.ijhm.2017.09.010
- Arokiasamy, A. R. A. (2019). Exploring the internal factors affecting job satisfaction in the fast food industry in Malaysia. *International Journal of Advanced and Applied Sciences*, 6(11), 11–20. doi: 10.21833/ijaas.2019.11.003
- Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in PT. Nesinak Industries. *Journal of Business, Management, & Accounting*, 2(1), 85-91.
- Bagis, F., Dianti, L., Darmawan, A., & Rahmawati, D. V. (2021). The effect of job satisfaction, organizational culture and work stress on organizational commitment to civil servants at the regional secretariat of Pemalang Regency. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(3), 3499–2507. doi: 10.29040/ijebar.v5i3.3360
- Bouchrika, I. (2022). What is empirical research? Definition, types & samples. Retrieved from <https://research.com/research/what-is-empirical-research>
- Cho, E., & Kim, S. (2015). Cronbach's Coefficient Alpha: Well known but poorly understood. Retrieved from <https://journals.sagepub.com/doi/epub/10.1177/1094428114555994>
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., ... Issalillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592. doi: 10.37200/IJPR/V24I3/PR201903
- Ergün, E., & Nartgün, S. (2017). Academicians' perceptions regarding supervisor support, coworker support and life satisfaction. *European Journal of Education Studies*, 3(1). doi: 10.5281/zenodo.224205
- Erisman, A., & Arini, E. (2016). Manajemen Sumber Daya Manusia dalam perspektif manajerial dan sosial. Yogyakarta: Penerbit Buku Pendidikan Deepublish.
- George, D., & Mallery, P. (2003). *Using SPSS for Windows step by step: a simple guide and reference*. London: Pearson.
- Hoppock, R. (1935). *Job satisfaction*. New York: Harper.
- Johari, J. B. (2022). That's what I like: A study of consumer behavior on purchase intention towards Pepsi. *International Journal of Accounting & Finance in Asia Pasific (IJAFAP)*, 69-84. doi: 10.32535/ijafap.v5i3.1516
- Kee, D. M. H., Ho, S. L., Ho, Y. S., Lee, T. W., Ma, H., & Yin, Y. (2021). Critical success factors in the fast-food industry: A case of McDonald's. *International Journal of Tourism and Hospitality in Asia Pasific (IJTHAP)*, 4(2), 124–143. doi: 10.32535/ijthap.v4i2.1061

- Lim, W. H. (2019). Compensation, communication and motivation: Case study. Retrieved from https://nfct.co.uk/wp-content/uploads/journal/published_paper/volume-4/issue-3/6FyrkOQS.pdf
- Luthans, F. (2011). *Organizational behavior an evidence-based approach* (12th ed.). New York: McGraw - Hill.
- McDonald's Corporation (2022). Career path & training. Retrieved from <https://www.mcdonalds.com.my/career>
- Neog, B. B., & Barua, M. (2014). Factors influencing employee's job satisfaction: An empirical study among employees of automobile service workshops in Assam. *The Standard International Journals on Industrial, Financial & Business Management*, 2(7), pp. 305–316.
- Otto, S., Dekker, V., Dekker, H., Richter, D., & Zabel, S. (2021). The joy of gratifications: Promotion as a short-term boost or long-term success – The same for women and men? *Human Resource Management Journal*, 32(1), 151–168.
- Puspita, N., Nugroho, N., & Banun, A. (2020). The influence of organizational culture and work engagement over employee performance mediated by employee loyalty. *Journal of Multidisciplinary Academic*, 4(5), 289-294.
- Rinny, P., Purba, C. B., & Handiman, U. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management*, 5(2), 2456–4559.
- Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee commitment on leadership style (Human resource literature study). *Dinasti International Journal of Management Science*, 3(4), 762-772. doi: 10.31933/dijms.v3i4.1324
- Sundararajan, T. P., Kee, D. M. H., Albert, P. J., Sunramaniam, M., Thirupathi, H., Angarita, L. S., ... Pandey, R. (2020). The effects of organizational culture on employee performance: A study of the Edge Newspaper. *International Journal of Applied Business and International Management (IJABIM)*, 5(2), 494-53. doi: 10.32535/ijabim.v5i2.857
- Taheri, R. H., Miah, Md. S., & Kamaruzzaman, Md. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6), 1-5. doi: 10.24018/ejbmr.2020.5.6.643
- Ukandu, N. E., & Ukpere, W. I. (2014). Factors Impacting Job Satisfaction of Employees in the Fast Food Industry in Cape Town. *Mediterranean Journal of Social Sciences*, 5(3), 51-60. doi: 10.5901/mjss.2014.v5n3p51