The impact of job satisfaction and motivating factors on company loyalty and long-term motivation

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Abstract: *This study is based on three independent logistic regression models, which are used to examine in detail three main dimensions of employee satisfaction in Georgia: (1) satisfaction with education, (2) satisfaction with management, and (3) loyalty to the company.*

Our research analysis allows us to clearly distinguish between the factors that influence the long-term decision to stay with a company, as well as identify what types of incentives have a significant impact on employees' work behaviors and organizational expectations.

The results of the study show that satisfaction with management is the strongest factor in all three models ($p < 0.004$), indicating that the presence of positive relationships with management significantly determines employees' work attitudes. In addition, material factors—including compensation, financial incentives, and work environment—have a statistically insignificant effect on loyalty, indicating that long-term loyalty is not formed solely on the basis of hygienic conditions.

The study reveals an important conclusion: long-term employee loyalty is much more closely related to the safety of the working environment, length of service, age characteristics, and the degree of trust in management. Accordingly, the hypothesis to which the analysis was conducted is formulated as follows:

H—Hygiene factors (compensation, incentives, work environment, collegial relationships, and social guarantees) create the necessary basis for employee satisfaction, although their impact on long-term organizational loyalty and the likelihood of remaining in the company is sharply limited.

Keywords: *job satisfaction, motivating factors, company loyalty, long-term motivation.*

Introduction

Employee satisfaction and loyalty are the most important parameters for organizations. In conditions where global competition is becoming increasingly intense, special attention is paid to understanding what factors determine employee satisfaction and which of them create long-term loyalty.

This study used three logistic regression models to investigate what factors influence satisfaction with education and management, as well as what factors influence an employee's long-term decisions that lead to their loyalty.

Research methodology

The paper uses various research methods, including analysis, synthesis, comparison,

econometric modeling, etc. Data analysis was carried out using RStudio 2025.05.0 Build 496 software. A quantitative study was conducted. The number of respondents was N=395. Of the respondents, the age-related range was not limited. The models used binary dependent variables: satisfaction with education (1/0), satisfaction with management (1/0), and intention to stay in the company for the next 2 years (1/0). Independent variables included gender, age, length of service, position, collegial environment, salary, incentives, satisfaction with management, social guarantees, sense of security, and other professional indicators.

The aim of the study is to identify factors influencing long-term decision-making. In the logistic regression model, statistically significant factors ($p < 0.05$) reflect relatively more stable associations with an employee's two-year intention than statistically insignificant variables. The research methodology used allows us to determine at the time of the study which factors influence long-term decision-making so that we can further analyze them in detail.

Literature review

Despite that, the presented study uses different methodology—logistic regression and empirical data-established analysis—and it tightly connects motivation to classical theories, and their conceptual fundamentals of research discoveries simultaneously reflect classic models essentially logic, so today existing by labor in reality, what happened? transformations. Thus, the study represents classic theoretical frames modern on the conditions of customized interpretation, which confirms they forecast value and at the same time develops their new empirical evidence of the basics.

It is worth noting about the research problem: Herzberg's two-factor theory. Herzberg (Herzberg and others, 1959) states that work satisfaction is about hygiene factors. Based on . According to his claim, hygiene factors include working environment, salary, safety, and personal relationships within the company. It groups hygiene factors that reduce dissatisfaction separately and identifies motivating factors that create satisfaction.

According to Victor Vroom's expectancy theory (Vroom, 1964), an employee's effort and performance depend on how fair the employee perceives the fit between the outcome of work and the reward. This approach emphasizes the role of the relationship with management and organizational support. This finding indicates that satisfaction with management has a strong influence on both satisfaction and loyalty to the company. It describes a satisfaction model, expectancy—the expectation that effort will lead to successful performance. Instrumentality—the belief that successful performance will lead to the desired reward. Valence—the assessment of how valuable the reward is in relation to the effort expended.

Adams's Justice Theory (Adams, 1963) argues that employee satisfaction depends on the relative perception of how fairly they are treated by management compared to others. Satisfaction is, above all, at work. Justice Perception. According to Adams' model, fair treatment is one of the important factors affecting satisfaction.

Goal-setting theory (Locke & Latham, 2002) argues that employees are most motivated when goals are challenging, specific, achievable, and reinforced by feedback.

work attitudes, it is very important to take into account modern digital technological progress (Peikrishvili, 2025).

Porter and Lawler's (Porter & Lawler, 1968) model explains how an employee's work behavior changes under the influence of the perceived fairness of outcomes. The essence of the model is as follows: when a person performs a task, a reward or feedback follows accordingly. If this reward is valid with his expectations and is considered fair, he experiences a feeling of satisfaction. Satisfaction, in turn, creates the basis for higher motivation and better work performance, which leads to company loyalty.

The three-component loyalty model (Meyer & Allen, 1991) allocates three components:

- Emotional Loyalty—Appears when the sister of a person he loves his/her workplace. He feels like a necessary person, safely, and in the organization he finds meaning in development through activity.
- Structural / Benefit-based Loyalty Connected to Real Life: The benefit that a job gives—seniority, experience, social guarantees, and position stability. At this time, the employee often thinks that if she leaves, he will lose everything.
- Moral Obligation—The feeling that staying with the company was the right decision because the organization had done him a lot of good, supported him in his time, and trusted him.

(Allen and others 2010) Allen and Bryant's Multifactorial Exit Model declares that an employee leaving the company is due to miscellaneous factors based on

- Internal Factors—implies how much it is being organized. Human management refers to how comfortable the employee feels in their work environment. Communicate with him/her and how fairly you feel. If these aspects are problematic, employee dissatisfaction is developing.
- Structural Factors—The above factors represent the employee benefits that the company details. Age, seniority, benefits, and privileges that the employee simply cannot afford to lose;
- External Opportunities—reflects the labor market's existing alternatives' attractiveness. If there is a high salary elsewhere, there are no better conditions or career development roads.

Allen-Bryant Model: According to the employee, the company is leaving when the company's sister's internal dissatisfaction exceeds external opportunities and acceptable benefits.

Literary research results give a very strong academic basis. In order to let's consider hygienic factors, they create satisfaction. The basis, however, is loyalty and long-term satisfaction. To form it, high-level managerial quality and professional stability are necessary.

Research results and analysis

We used three logistic regression models for the analysis: Model N1. Satisfaction with education; Model N2. Satisfaction with management; and Model N3. Loyalty to the company.

Model N1: focuses on the dependent variable, which is satisfaction with education.

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Relevance indicators of the model used:

- Null deviance = 69.298,
- Residual deviation = 36.463
- AIC = 88.463
- VIF < 5

In model N 2: dependent variable (management) satisfaction with management

Logit(P_Management) = β_0 + β_1 female + β_2 Age30 + β_3 Age40 + β_4 Age50 + β_5 Secondary + β_6 Higher + β_7 Middle_manager + β_8 High_level_manager + β_9 Other_job + β_10 Experience1_5 + β_11 Experience5_10 + β_12 Experience10 + β_13 Satisfaction + β_14 Stimulation + β_15 Independence + β_16 Colleagues + β_17 Stay_job + β_18 Growth + β_19 Salary + β_20 Education + β_21 Other_benefits + β_22 Feeling_Secure

Relevance indicators of the model used:

- Null deviance = 358.30,
- The residual deviation is 203.25.

- AIC = 255.25
- VIF < 5

In model N3: dependent variable (Stay_job), loyalty to the company (the individual has firmly decided to stay with the company for the last 2 years).

Logit(P_Stay_job) = β_0 + β_1 female + β_2 Age30 + β_3 Age40 + β_4 Age50 + β_5 Secondary + β_6 Higher + β_7 Middle_manager + β_8 High_level_manager + β_9 Other_job + β_10 Experience1_5 + β_11 Experience10 + β_12 Experience10 + β_13 Satisfaction + β_14 Stimulation + β_15 Independence + β_16 Colleagues + β_17 Management + β_18 Growth + β_19 Salary + β_20 Education + β_21 Other_benefits + β_22 Feeling_Secure

The fit indices of the used model are

- Null deviance = 378.06
- Residual deviation = 262.00
- AIC = 316
- VIF < 5

Logistic Regression: All three analyses showed that all models effectively saved dependent variable variability and stood out high in forecasting with precision.

Explain Variables:

- Satisfaction with the working environment
- Incentives
- Satisfaction with collegial relationships
- Satisfaction with educational opportunities
- Career growth opportunities
- Satisfaction with pay
- Satisfaction with management
- Other benefits (social health care, insurance, etc.)
- Safe environment

Model N1. Satisfaction with education

According to logistic regression, satisfaction with education has the greatest impact on satisfaction with management (P = 0.0357). Colleague relationships are marginally significant (P = 0.0878). High social status is positively associated with satisfaction with education (P = 0.0663). Compensation was statistically insignificant (P = 0.2327).

Factors	Statistically significant factors	Statistically insignificant factors
Satisfaction with management	P=0.0357	
Collegial relations	P=0.087	
Status	P=0.06	
wage		P=0.23

Model N2. Satisfaction with management

According to this model, satisfaction with management is influenced by statistically significant factors:

• Company loyalty decision P = 0.003
• Career growth P = 0.009

• Social guarantees are marginally significant (P = 0.069).
• Education P = 0.025
• Independence marginally significant (P = 0.082)

In this model, the following was found to be statistically insignificant: satisfaction due to pay (P = 0.1759).

Factors:

Factors	Statistically significant factors	Statistically insignificant factors
loyalty	P = 0.003	
Career growth prospects	P = 0.009	
Social guarantees	P=0.069	
Status	P = 0.025	
Independence	P=0.082	
wage		P=0.175

Model N3. Loyalty to the company (long-term decision)

The decision to stay in a company is most strongly influenced by:

- Satisfaction with management P=0.0017
- Age 40+ also has a significant impact on loyalty.
  P = 0.027.
- 10+ years of experience is marginally significant (P = 0.078).
- Position marginally important (P = 0.087)
- Work environment satisfaction P = 0.075

statistically insignificant:

- Analysis P = 0.16697.

Factors	Statistically significant factors	Statistically insignificant factors
Age 40-50	P = 0.027	
Position	P = 0.087	
Experience 10+	P = 0.078	
Work environment satisfaction	P = 0.075	
Satisfaction with management	P = 0.0017	
wage		P = 0.167

Also statistically insignificant were the hygiene factors: collegiality, incentives, work environment, and social guarantees.

analysis

The combined analysis of the three models showed the following results:
1) Satisfaction with management is a determining factor in all models;
2) Professional development and education increase satisfaction with management;
3) Length of service and age are important factors for stability;

4) A safe work environment increases the likelihood of staying in the company;
5) Analysis showed that salary, labor environment, and collegiate relationships to the company have no statistically important influence on loyalty.

Conclusion

The research results clearly indicate that loyalty is significantly influenced by satisfaction with management, which is one of the main determining factors in the decision to stay with the company in the long term. In turn, satisfaction with management is significantly influenced by the employee's long-term decision to stay with the company. That is, satisfied employees are distinguished by loyalty, and this loyalty has a positive effect on satisfaction with management. This finding emphasizes the direct interdependence of satisfaction with management, loyalty, and satisfaction factors.

Employee loyalty ($p = 0.003$) was found to be one of the strongest factors, highlighting that employees' positive attitude towards management and long-term intention to stay are directly dependent on each other.

Research results in full confirm hypothesis (H): hygiene factors (compensation, incentives, work environment, collegial relationships, and social guarantees) form the basis of satisfaction, although their influence on the decision to stay long-term is limited. Long-term loyalty determines such factors as management satisfaction, safety, long-lasting work experience, and age-related stability (age 40+). These results indicate that employees feel supported by management. And Stability, very much, is ready to continue cooperation with the company.

The use of a logistic regression model shows that statistically significant factors ($p < 0.05$) do not represent a direct measure, although they reflect a stable association with 2-year intention, which allows us to identify factors influencing long-term decisions at the time of the study.

Thus, hygiene factors are necessary to establish satisfaction, while managerial support and achieving professional stability in the company are necessary for long-term loyalty.

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ფეიქრიშვილი ლევან
იაკობ გოგებაშვილის სახელობის თელავის სახელმწიფო უნივერსიტეტი

აბსტრაქტი

წინამდებარე კვლევა ეფუძნება სამ დამოუკიდებელ ლოგისტიკურ რეგრესიულ მოდელს, რომელთა მეშვეობითაც დეტალურად არის შესწავლილი საქართველოში დასაქმებულთა კმაყოფილების სამი არსებითი განზომილება: (1) კმაყოფილება განათლებით; (2) კმაყოფილება მენეჯმენტით; და (3) ორგანიზაციული ლოიალობა. ეს ანალიტიკური მიდგომა შესაძლებელს ხდის მკაფიოდ გაიმიჯნოს მოკლევადიანი და გრძელვადიანი სამუშაო კმაყოფილების დეტერმინანტები და იდენტიფიცირდეს, თუ რა ტიპის სტიმულები ახდენენ მნიშვნელოვან გავლენას დასაქმებულთა განწყობასა და ორგანიზაციულ მოლოდინებზე. კვლევის შედეგები ნათლად აჩვენებს, რომ კმაყოფილება მენეჯმენტით წარმოადგენს ყველაზე ძლიერ და თანმიმდევრულ ფაქტორს სამივე მოდელში ($P< 0.004$), რაც მიუთითებს იმაზე, რომ მენეჯმენტის მიერ წარმოებული პოლიტიკა აყალიბებს დასაქმებულთა ლოიალურობასთან დაკავშირებულ დამოკიდებულებებს. ამავდროულად, ჰიგიენური ფაქტორები რომლებიც მოიცავს ხელფას, შრომით გარემოს, კოლეგიალურ ურთიერთობებს, სოციალურ გარანტიებს - სტატისტიკურად უმნიშვნელო ეფექტს ავლენენ ლოიალობაზე, რაც იმას გულისხმობს, რომ გრძელვადიანი ერთგულება არ წარმოიშობა მხოლოდ ჰიგიენური პირობების არსებობის შემთხვევაში. კვლევა ხაზს უსვამს მნიშვნელოვან დასკვნას: თანამშრომელთა გრძელვადიანი ლოიალობა მჭიდროდ არის დაკავშირებული სამუშაო გარემოს უსაფრთხოებასთან, სამუშაო სტაჟთან, ასაკობრივ მახასიათებლებთან და მენეჯმენტისადმი ნდობის ხარისხთან. შესაბამისად, მოცემულ ანალიზში დამტკიცებული ჰიპოთეზა შემდეგნაირად ყალიბდება H: ჰიგიენური ფაქტორები (ხელფასები, წახალისება, სამუშაო გარემო, კოლეგიალური ურთიერთობები და სოციალური გარანტიები) წარმოადგენს შრომითი კმაყოფილებისათვის არსებით საფუძველს; თუმცა, მათი გავლენა გრძელვადიან ორგანიზაციულ ლოიალობაზე და კომპანიაში დარჩენის ალბათობაზე შეზღუდულია.

საკვანძო სიტყვები: *სამუშაოთი კმაყოფილება, მოტივაციის ფაქტორები, კომპანიისადმი ერთგულება, გრძელვადიანი მოტივაცია*