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Action and Reaction: Mapping of Behavioral Patterns

BERNADETT DOMOKOS¹ (*Corresponding author*) and ZOLTÁN BARACSKAI²

¹ PhD Student, Doctoral School of Regional and Business Administration Sciences Széchenyi István University, Hungary
e-mail: domokos.bernadett@sze.hu

² Professor/Academic Director, Doctoral School of Regional and Business Administration Sciences Széchenyi István University, Hungary

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ABSTRACT

The environment of workplaces, the performance of the employee, and the different effects of the withdrawal behaviors are a common interesting area for many researchers. The scientific journals have published several aspects of the employee's behavior in the work environment to present the most important effects on it. This study organically combines the literature-defined concepts of behavioral patterns with a case-based analysis. We connect performance and employee behavior to the cognition of human behavior, human mindset, and the process of decision-making. The focal point is the conceptual triad of employee turnover, commitment, and satisfaction. It has been investigated from the trust approach because this is the environment in which we can set up a pattern of employee mindset at work that can help the company in the strategic decision-making process. 73 dismissal cases of manual workers from manufacturing companies served as the basis of investigation. Instead of the common Likert scale in surveys, this study modelled the human mindset based on logical correlations with help of an expert system that can provide a deeper insight into the human decision logic. The novelty of the research method creates an opportunity to represent information more nuanced than statistical methods. The paper discusses the potential implications of the model in terms of employee turnover and human decision-making priority.

INTRODUCTION

The employees' behavioral patterns are sensitive "bottleneck points" for most organizations. All aspects of employee behavior were investigated in literature in several contexts, we consider it from a different perspective (Vvenhardt et al., 2020; Mura et al., 2019). We connect performance and employee behavior to the cognition of human behavior, human mindset, and the process of decision-making. The main objective of our research is to present the different effects in the relationship between employee and organization. During the cooperation of workers and organizations, numerous effects are generated, which can significantly impact the quality of the work. This relationship has identified two areas from the complex system of these effects: employee and performance. The relationship between these effects is an ex-

tremely complex issue, which contains numerous elements that can be classified using different approaches as long-term or short-term nature of the connection. It can be measured and evaluated with mathematical methods or cannot be measured in the traditional way.

Performance management is important and measuring performance is a major challenge in every sector of the business world. "Performance is so common in management research that its structure and definition are rarely explicitly justified; instead, its appropriateness, in no matter what form, is unquestionably assumed" (Richard et al., 2009) as it is cited from March and Suttor (1997). 10 years later, they analyzed 213 articles and found 207 methods for performance measure published between 2005-2007. Thus, in the past decades' companies developed several methods to measure performance, which is an integral part of everyday life. In addition to the development of these practices, the rapid development of information technology has also given a significant impulse to the diversification of performance measurement tools. The research on performance as a concept and its effects remained a central topic. The literature defined performance from several aspects and approaches, like "performance is defined as the realization of a task assigned to an employee based on his/her personal qualifications within reasonable limits" (Erdogan, 1991), or according to Pugh (1991) "performance was defined as the sum total of goods, services or thoughts obtained via the completion of a task assigned to an employee towards the realization of the organization goal in line with pre-determined criteria and the personal qualifications of the employee" (Kalkavan and Katrinli, 2014).

The literature also defines the concept of employment in several forms, which stems primarily from the fact that competitive market players and organizations examine different segments of employment. "Employment shows the human power's level of being used, recruiting and working, who are able to participate in the economic activities in a country in a one-year period" (Halici et al., 2011). The present study organically combines the literature review with case-based analysis. Based on this, the study can be divided into two major parts: the first part is a comprehensive literature review which serves as knowledge background, and the second part of the study is an analysis that examines a sample of 73 dismissal cases of manual workers from manufacturing companies. The social science articles investigating the two terms, performance, and employee, served as the basis of our framework. This paper surveyed several published articles from the most relevant journals, with the highest relevance nowadays. This study defines a discipline-triangle as a conceptual triad from literature and the cohesion is examined in the context of the other existing terms. The analytical part of the study is based on samples that take out one concept from the conceptual triad (employee turnover) to examine the appearance and behavior of the other two concepts (commitment, and satisfaction) under the circumstances defined in the literature review. By examining the conceptual triad in an everyday environment, human thinking and behavior become transparent, which serves as the background for each decision-making mechanism.

1. LITERATURE REVIEW

1.1 Methodological consideration

This literature review and our research framework are focused on two terms that occur in several research articles: employee and performance. Although the literature included more opportunities for the potential examination towards several sub-topics, our literature review includes only one conceptual triad which was examined in the context of performance, trust, and employee well-being. In the first step of our literature analysis, we have not made any differentiation or limitation in the employee and performance-oriented articles, to make the mixture of the research orientations transparent. As the second step of the literature analysis process, we clearly declared the aspects and approaches within the articles, which was the extended basis of our literature review.

Based on the second round of literature analysis, the title and abstract analysis, we investigated our selected articles according to the type of these research methods. We formed two groups using qualitative and quantitative research methods as research types. Nearly all papers of the performance and employee-focused articles used qualitative research methods, mostly survey or questionnaire-based studies. We searched that part of the published literature in which some level of synergy occurred between the different research areas of our research framework. Our study was not focused on keyword analysis, the content of

the topics was examined in the articles. Also, we excluded from the study all literature that did not fit our chosen classification in terms of content. Moreover, our study handles the used terms as general, all-inclusive, umbrella terms and does not take into consideration the details of the conceptual elements.

The third level of our literature analysis was followed by hand search and citation tracking after the title and abstract analysis. We investigated that cited articles of the topics, which fit the study and could be a valuable integral part of our work. Also, not only these valuable citations were included, but we also searched that authors who conducted more in-depth analyzes in each term and incorporated the essence of their previously published articles into the work.

The investigation of the two phenomena, employee, and performance were adopted in the same way to our literature review. Both sides were investigated from the behavioral side and emphasized the intrinsic attitude of the employee in connection with their workplace. We examined the potential relationship between worker and organization, which can occur in a workplace and plays a significant role in cooperation. It includes the effects of all human feelings that may occur and have significant positive or negative consequences for each other or have financial implications. However, our examination did not include the psychological aspect of the phenomenon. We gathered mainly descriptive articles which set forth the effect on the potential synergy of the principles.

1.2 Conceptual triads of employee turnover, satisfaction and commitment

Looking at the literature of the last twenty years, the different terms show different intensities concerning the published analytical literature. Although individual concepts can claim extensive literature on their own, the spectrum of their combination is significantly narrower. The examined terms can always be considered as subjective elements that cannot be directly measured by traditional mathematical methods, but the perception and management of their impact are important in the approach of marketing, productivity, and finance. In this study, we focused on that article which deal with one or two terms of our conceptual triad. The literature framework is illustrated in Figure 1.

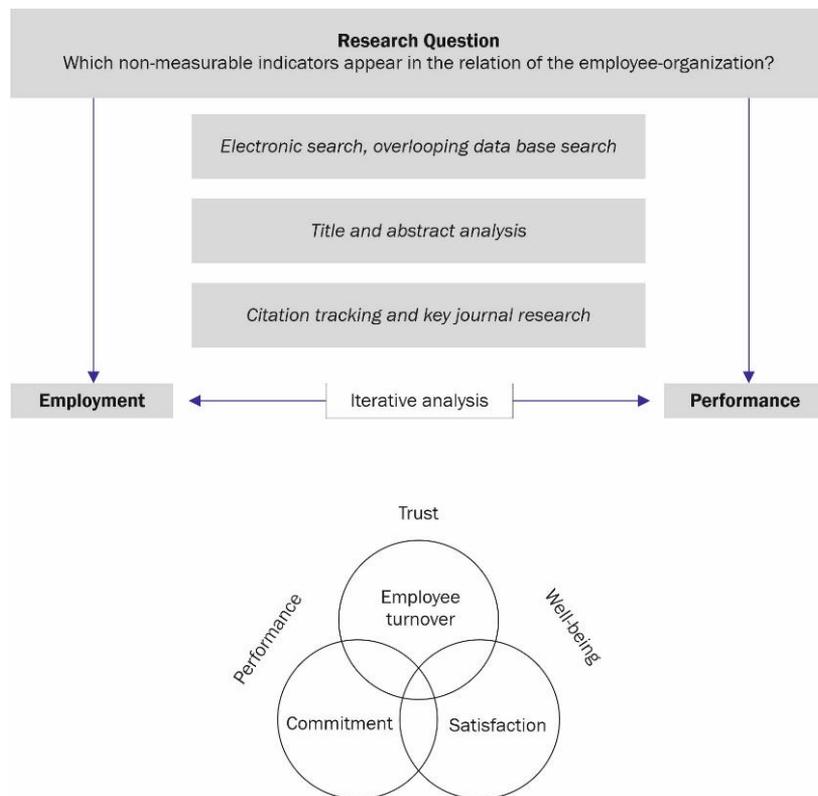


Figure 1. Literature review framework

Source: own processing

1.2.1 The examined conceptual triad in performance approach

One significant part of the literature deals with employee satisfaction, commitment, and turnover from the performance approach (Tziner et al., 2015; Platis et al., 2015) and emphasized their strong relationship with each other. The synergy of employee satisfaction and performance measurement has been the basis of numerous studies since the mid-20th century. *“The international literature shows that a large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies, etc.”* (Platis et al., 2015), and the *“performance appraisal is among the most important Human Resource practices”* (Kuvaas, 2006), but these researches are relatively diversified and numerous additional classifications can also be formed from the literature. As from the opposite approach can be also sensible, while *“dissatisfaction with performance appraisal influenced employees’ intention to quit through reduced job satisfaction”* (Kuvaas, 2006; Yusliza et al., 2021) and *“the worker’s dissatisfaction or ‘psychological withdrawal’ as the first stage that motivates the withdrawal behavior that eventually results in turnover”* (Tziner et al., 2015).

From the commitment approach *“the general consensus is that organizational commitment is strongly related to work outcomes and job performance”* (Shapira-Lishchinsky and Even-Zohar, 2011), and it has *“positively related to a variety of work outcomes (e.g., job performance, organizational citizenship behavior, attendance)”* (Luchak and Gellatly, 2007). The polar opposite of commitment and satisfaction are turnover and withdrawal behaviors, which have the opposite mechanism behind them. It *“is a way that employees withdraw from work in response to unfavorable work attitudes such as job dissatisfaction and lack of organizational commitment”* (Berry et al., 2012). The intention of employee turnover in an organization has always been a sensitive problem area, as it has an indirect effect on the financial performance of the company, where the employee's learning time and recruitment itself can be a significant cost in the life of a company, which can be realized in a short time. *“Withdrawal behaviors are costly to organizations”* (Berry et al., 2012), therefore numerous studies have been conducted in the context of turnover and performance, *“Employee turnover is a dynamic phenomenon and firms and individuals adjust their turnover decisions in response to performance feedback and expectations about the future”* (Eriksen, 2013; Hadiyat et al., 2021), regardless of their circumstances as an individual or organizational performance (Berry et al., 2012; Nguyen and Luu, 2019).

1.2.2 The examined conceptual triad in employee well-being approach

Another significant part of the articles examines the appearance of the conceptual triad’s terms in the employee well-being viewpoint (Platania et al., 2015). *“In the years since the ‘millennial issue’ of American Psychologist (see Vol. 55, No. 1, 2000) devoted to positive psychology, well-being and the factors contributing to it have been of great interest to many psychologists. The focus on optimizing human potential, in particular, the potential for happiness, was welcomed by nearly all”* (Eggerth, 2008). Studies found evidence that work environment has a significant effect on work outcomes and it has several aspects in connection with an examination of features of outcomes. Kristof-Brown et al. (2020) investigated 172 studies about person-job, person-organization, person-group and person-leader consistency in their meta-analysis and found, the work environment has a significant and some way measurable impact on job satisfaction (Platania et al., 2015). *“Within the workplace, well-being is important not only to individual employees in terms of maintaining their own good health, but also to managers and organizations as there is evidence to suggest that poor well-being at work can have adverse effects on performance and overall productivity”* (Kowalski and Loretto, 2017), but other studies also demonstrate positive effects of employee well-being for the organization which resource mostly from thriving in the workplace.

Studies and research clearly demonstrate the positive impact of employee well-being on the organization, which in the final case has a positive effect on the overall performance of the organization through individual performances. Individual well-being has a similar positive effect on commitment and motivation, which served as a further research field for several researchers. The concept of commitment has a similarly significant role in the research area under study, which can also be interpreted as a manifestation of employee satisfaction. Demirtas and Tezer (2012) *“examine the relationships between relationship status, romantic relationship satisfaction and career commitment, and subjective well-being of senior university*

students” (Demirtas and Tezer, 2012) and suggested a clear correlation between these indicators. The opposite process highlighted in the present examined study which deals with the intention of employees to leave the company. Examining the relationship between the employee and the organization's environment studies found a clear link not only the appearance of satisfaction as a phenomenon, but the result is in the opposite direction, as turnover.

1.2.3 The examined conceptual triad in trust approach

The third part of the literature investigates the conceptual triad of satisfaction, commitment, and employee turnover from the trust approach. In this study, we make transparent the effects of a trustful atmosphere in the human-human relationship, so this literature serves as the basis of our research. It was important to examine the atmosphere of trust because this is the environment in which we can set up a pattern of employee mindset at work that can help the company's professionals in strategic decision-making processes. The phenomenon of trust appears in countless articles analyzing trust and its effect from different viewpoints and aspects. Based on the theory of Francis Fukuyama, who described the role of trust and the social capital in the different countries and nationalities, Knack and Keefer (1996) study state *“trust and civic norms are stronger in nations with higher and more equal incomes, with institutions that restrain predatory actions of chief executives, and with better-educated and ethnically homogeneous populations”*. Cook and Wall (1980) defined trust as *“the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people”*. According to Bromiley and Cummings (1995) *“trust is an individual's belief or a common belief among a group of individuals that another individual or group makes good-faith efforts to behave in accordance with any commitments both explicit or implicit, is honest in whatever negotiations proceeded such commitments, and does not take excessive advantage of another even when the opportunity is available”*. Dietz and Hartog (2005) examined trust as a belief, as a decision, and as an action, Lams and Pucetaite (2006) Brychko et al. (2019) investigated the impact of trust on economic performance and financial gain. Fehr (2009) stated that *“trust plays a role in almost all human relationships”*. These several visions and findings illustrate the versatility and complexity of the concept of trust.

The concept of satisfaction appears countless times in the literature on trust-performance. One approach draws attention to the importance of the role of interaction style, other studies observe cultural differences as forms of satisfaction. Wang et al. (2015) studied the emergence and interaction of the concept of trust-satisfaction in the cultural aspects of different countries. They found *“trust plays a mediating role between satisfaction and long-term orientation and such an effect may be different across cultures”* (Wang et al., 2015). However, the satisfaction-oriented articles show heterogeneity, one of the most significant manifestations is based on the articles which examine the concept of ethics in the trust-performance literature (Park et al., 2017; Yuan et al., 2018; Stathopoulou and Balabanis, 2016; Yi et al., 2011, Wang et al., 2015). Park et al. (2017) analyze the effects of corporate social responsibility and they found that customer loyalty appears as the primary key to success in the comparative business environment, which has a positive impact on customer satisfaction. *“When consumers are satisfied with the company, they are likely to form a continuous and affective commitment to its products”* (Park et al., 2017), therefore it leads to the strengthening of the customer trust as well. The phenomenon of loyalty is the central topic of Stathopoulou and Balabanis (2016) article the direct effects of a customer loyalty program on satisfaction are examined for a high- and low-end fashion retailer in the United States. They have found *“satisfaction with and trust in the loyalty program are important drivers of loyalty to the retailer”* (Stathopoulou and Balabanis, 2016)

Loyalty and the importance of ethical level as a concept also appear in the trust-performance-oriented literature. Yuan, et al. (2018) put the trust-commitment relationship to the focus in a supply chain environment *“trust and commitment are considered important enablers of successful business relationships and can be a resource capable of generating sustainable competitive advantages”*. Yi et al., (2011) extended their studies and besides the commitment and satisfaction, the turnover intention appears in their trust-performance-based article and they *“argue that customer participation behavior improves employee performance”*. Management behavior and style (DeConinck, 2011; Brashear et al., 2005; Elci et al., 2012) can also contribute greatly to the development of employee trust, but it can also often contribute to a

negative change. DeConinck (2011) examined the supervisory trust with 393 salespersons, finding that an employee's ethical work environment has a significant impact on the outcome of his or her work. He found that *"ethical climate is a direct predictor of both trust in the supervisor and job satisfaction, given the important role that trust plays in determining employee's job outcomes"* (DeConinck, 2011). Like this article, the relationship between salespersons and the ethical work environment, and the impact of managers on it was illustrated by Brashear et al. (2005) study, considering trust to be one of the most important drivers of company performance. The role of the leader is significant, I can have a positive or negative effect on employee turnover (Yi et al., 2011). *"Extant trust literature suggests that high levels of trust, based on credibility or honesty, offer assurances on the part of a salesperson that his/her sales manager is acting following appropriate norms and is considering the salesperson's best interests"* (Brashear et al., 2005). The relationship between employee turnover and performance is also examined by Elci et al. (2012) in terms of ethical leadership, who see the cause of employee turnover primarily in leadership and work-related stress. They found *"that while ethical leadership and leadership effectiveness negatively affects turnover intention of employees, work-related stress has a positive effect on employees' turnover intention"* (Elci et al., 2012). Understanding the antecedents of turnover is important because of its costs to organizations.

2. SAMPLE DESIGN AND ANALYSIS

The second part of the study examined the concepts that occurred in the literature review with the help of a 73-items sample. The investigated sample focused on those phenomena in which workers decided to resign from their jobs or companies. One element of the conceptual triad served as the basis of the analysis while the other elements are the different aspects of decision-making. The analysis finds evidence that the used terms in the literature are adaptable to practice as well. We examined the resignation cases of 73 manual workers at a manufacturing company in Hungary. The items of the sample were randomly selected from the period 2017-2019 anonymously. A common feature of the sample is that the resignation took place on the workers' own individual initiative, not by company initiative. These workers work in shifts and spend 8 hours per day by the assembly line. They take lunch or coffee break in twenty minutes three times a day, but otherwise, they spend their entire day with statical standing in an area of about 1-2 square meters. They work according to a strict method and processes where the different steps of the assembly process are measured in time and they cannot decide about the "rhythm" of the work. Generally, they work in a small group (appr. 20-25 workers), where the individual steps of the work processes and the different workpieces and parts are built on each other.

At the time of their exit, we conducted a short interview with each of the workers on pre-defined keywords and issues along with the founded concepts in the literature. By the definition of the potential response options, we defined textual values instead of the common Likert scale to formulate and interpret differences when evaluating the sample. Our text values represent more precisely the opinion of respondents in everyday life at the company. Our interview subjects had to select the most characteristic experience, feeling, and impression from the given 4-item selection list including *"completely satisfied"*, *"rather satisfied"*, *"rather dissatisfied"* and *"completely dissatisfied"* in relation to the given keyword. These text answers help to code the responses and can more clearly interpret the professional jargon of the keywords.

The different answers of the participants were examined with an artificial intelligence-based expert system that can create complex rules and logical connections, to make the result analyzable. Based on the predefined answers of the sample, the used expert system analyzed and interpreted the potential "if-then" relationships among the keywords that the human brain is no longer able to handle. The aim of this examination was the mapping of the human mindset to understand the decision-making practices of the employees.

2.1 Decision-modeling

We placed the trust-focused approach to the center of the analysis, emphasizing the issues during the interview that is based on interactions between people. In our conceptual examination, we were primarily

interested in the aspects of human relationships at the workplace. We wanted to find those keywords in the relationship between employee and manager, and between employees that play a major role in the decision of manual workers in a potential resignation. These were investigated also in our selected articles. The keywords (decision-influencer elements) as mental strain, carrier, etc. were identified during the study, and complex logical relationships were generated based on human thoughts. These thoughts were examined and presented in the above-mentioned relations. Firstly, the complex rules of human thinking in the manager-employee relationship made transparent the complexity of the human mindset. Based on the operating mechanism of the used expert system, the keywords belonging to the predefined output value were determined. These keywords provide an answer to which attributes were important in the resignation of employees and which aspects were completely irrelevant in the decision. An artificial intelligence-based expert system was used in our analysis. This system uses the mentioned keywords which served as the basis of personal conversations as attributes of the system. During the study, 10 attributes were identified: mental strain, carrier, financial incentives, relationship with a colleague, working hours, work-life balance, other non-financial incentives, physical strain, salary, and distance from home.

Based on the attributes and items of examination, the analytical mechanism of the expert system ranks them which attributes have the greatest impact on the overall result. The expert system uses the *informativity* concept for this ranking, which is a specialty of our used expert system. Informativity serves as a scale of importance among the attributes of the system. For each attribute, the value of informativity can be interpreted relative to the maximum value of 1. Based on these, the lower the value is taken by the attribute, the less important it is in decision making. Based on this informativity ranking, we can decide which are the attributes that have the greatest influence on the end-effect of the assignment. In our case, it shows which factors and how intensively affect an employee's resignation decision. Based on the analysis, the attributes range from 0.1459 to 0.0726 in terms of informativity, so there is not dominant attribute among them. All attributes are relatively close to each other. According to the ranking of the expert system, expert logic found "mental strain" to be the most sensitive attribute in the decision-making mechanism. The informativity of this attribute is 0.1459. Every other attribute of the model has less influence. In decreasing order, the informativity of the carrier is 0.1308, financial incentives are 0.1195, relationship with a colleague is 0.1132, working hours is 0.1032, work-life balance is 0.1011, other non-financial incentives is 0.0923, physical strain is 0.0919, salary is 0.0754, distance from home is 0.0726. Therefore, it can be asserted that the relationship with the manager in the studied work environment is primarily determined by mental strain.

In another aspect as the relationship among employees, all preferred human-human interactions of our examination can be covered in this study. However, a different informativity ranking can be found for the same attributes regarding the relationship among the employees compared to the case of the relationship with the manager. According to the informativity ranking of the relationship among workers, the scale spreads between 0.2354 and 0.0379. Examining the informativity value of each attribute shows that the existence of non-financial incentives dominates (0.2345) in the relationship between colleagues over mental strain (0.1276) and relationship with leader (0.1132) attribute. These three attributes have the first three positions. Besides it, "Comfort" attributes such as work-life balance (0.0389), working hours (0.0379) or distance from home (0.0624) are also there but in positions 9, 10, and 7 of the informativity scale. According to the logic of the expert system from the viewpoint of the leader-employee relationship, the network of examined concepts is extensive, complex and does not follow the logic of human decision-making sufficiently clear and understandable. Therefore, we separated the most informative attributes of the concept from the less informative attributes, which are not directly related to the main concept. We left only the attributes in the model that received the most responses, which had the highest density. This ensured that the most informative attributes were included in our model.

In terms of informativity, the artificial intelligence-based expert system can also display the occurrence of the examined attributes and their values from the 73-item sample in the form of an *induction tree*. This helps to clarify the mindset pattern. If we want to understand and interpret the logic of the induction tree on the leader-employee relationships, we need to interpret each branch of the model that contains all the outputs, so the model finds the logical relationships for all the values. According to the mindset pattern of a relationship with leader:

- if mental strain is “completely satisfied” and working hours are “completely dissatisfied”, then relationship with leader is “rather dissatisfied”.
- if mental strain is “rather satisfied”, relationship with colleague is “completely dissatisfied”, and salary is “rather dissatisfied”, then relationship with leader is “completely satisfied”.
- if mental strain is “rather dissatisfied”, relationship with colleague is “rather satisfied” and working hours is “completely dissatisfied”, then relationship with leader is “completely satisfied”.
- if mental strain is “completely dissatisfied” and relationship with colleague is “completely satisfied”, then relationship with leader is “rather dissatisfied”.

Analyzing the branches of the induction tree helps the analyst and decision maker understand the logical relationships, but further analysis is needed to understand how the human mindset works in the case of decision making. Such an analysis is the examination of complex rules that include combinations of the relevant attributes and their values to the decision, which are based on the logical chains of the induction tree. The “if-then” logical connection helps to interpret the complex rules of the expert system. Unlike the interpretation of the branches of the induction tree, the interpretation of these logical rules has not overlapping nature, they appear as equal attributes. Therefore, each rule can be interpreted as a set of values taken by attributes and the attributes of each row in Table 1 can be interpreted only together.

Table 1. Complex rules of leader-employee relationship

<i>mental strain</i>	<i>working hours</i>	<i>relationship with colleague</i>	<i>salary</i>	<i>relationship with leader</i>
completely satisfied	completely satisfied	*	*	completely satisfied
completely satisfied	rather dissatisfied	*	*	completely satisfied
rather satisfied	*	completely dissatisfied	rather dissatisfied	completely satisfied
rather dissatisfied	completely dissatisfied	rather satisfied	*	completely satisfied
rather satisfied	*	completely satisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	rather satisfied	*	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	*	rather satisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather dissatisfied	*	completely dissatisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather dissatisfied	*	completely satisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	*	completely dissatisfied	completely dissatisfied	rather dissatisfied
rather dissatisfied	completely satisfied, rather satisfied, rather dissatisfied	rather satisfied, rather dissatisfied	*	rather dissatisfied
completely satisfied	completely dissatisfied	*	*	rather dissatisfied
rather dissatisfied	*	rather dissatisfied	*	rather dissatisfied
completely dissatisfied	*	completely satisfied	*	rather dissatisfied
rather satisfied	*	completely dissatisfied	rather satisfied	completely dissatisfied
completely dissatisfied	*	completely dissatisfied	*	completely dissatisfied

Based on the logic of the expert system, the relationship with the manager within the social relations is influenced by three other attributes in addition to the mental strain: the relationship with colleagues, salary, and the working hours. Working hours mean a schedule that works according to a strict framework in the investigated sample. This means that a pre-set period of time cannot be applied flexibly during the day by the manual workers. Based on the four attributes, the expert system formed complex rules for the 73 adapted items that are capable of describing human thinking in this particular situation. According to the values, the "completely satisfied" opinion can essentially be described by four of the most informative criteria influencing the decision. Examining the other endpoint of the rules, based on the logic of the respondents, it is clear that, a "completely dissatisfied" opinion is also easily defined. It can also be seen from the model that for the two "end-values", which have the completely satisfied and dissatisfied values, the rules are much simpler, so it is clearer from the answers why workers would stay or leave unambiguously in case of the examined conditions. Examining one of the endpoints of our value scale, we can describe employee dissatisfaction with just two rules. If the workers are "completely dissatisfied" with their relationship with their leader, then they are "rather satisfied" with the mental strain and their salary, and "completely dissatisfied" with their relationship with colleagues. In this logical rule, the working hours do not play any role. According to the second dissatisfied rule, if the workers are "completely dissatisfied" with the mental strain and the relationship with colleagues, then they are "completely dissatisfied" with their relationship with their leader. The working hours and salary do not play any influence in this correlation.

If we provide to understand the formal logic of the expert system from the other end of the model, we need to investigate four complex rules which describe the positive side of the decision. According to these rules, if the company takes into account the received attributes of the model as a value in each of its decision-making processes, it can ensure the stability of the workforce. If they are "completely satisfied" with their mental strain and their working hours, then the workers are "completely satisfied" with their leader. In this consistency, their relationship with their colleagues and their salary is absolutely irrelevant. The second rule, which can be interpreted based on cases, is also based on the satisfaction of the relationship with the manager. According to the rule, if the relationship with the leader is "completely satisfied", then the workers are "completely satisfied" with the mental strain, but "rather dissatisfied" with the working hours. In this consistency, the relationship with colleagues does not play any role again. The third rule shows ambiguity in its interpretation. Under this rule, a worker is "completely satisfied" in all respects with his or her manager if the workers are "completely dissatisfied" with their relationship with their colleagues and "rather dissatisfied" with the salary, "rather satisfied" with his or her mental strain, then workers are "completely satisfied" in all respects with their manager. Working hours do not play a relevant role in their decision. By logic, it is difficult to find a causal relationship in this rule, so it needs to be examined separately. The main question is how often the respondents gave such a combination of answers. The fourth rule can be interpreted again, according to which the employee is satisfied with the relationship with the manager even if he is "rather dissatisfied" with the mental strain, "completely dissatisfied" with the working hour, but his relationship with colleagues is "rather satisfied". For this group of respondents, the salary was not a top priority. In terms of reading complex rules, this group of workers is thought to have a much more dominant quality of personal relationships than a mental strain or working hour which interprets the quality and quantity of work.

2.2 Understanding and elimination of the inconsequent rule

It is clear from the above-investigated rules that employee satisfaction can be described by different levels of the combination of the four attributes (mental strain, working hours, salary, and relationship with colleagues). It is also concluded from the multiplicity of the rules that employee's well-being at the workplace and the relationship of the employees with the manager can generate significant results, but rules can also emerge which do not consistently describe human thinking. It is precisely this inconsistency that is made transparent by the third rule.

Based on the 73-item sample, it is possible to filter out the logical chain, which is or which are the items that give the basis of the third rule. According to the investigation, there is only one item that imposed this combination of attributes on the company and distorts the homogeneity of the result. As the study is

used to detect the most pronounced attributes, we can eliminate that one item, one attribute-combination from the sample in order to get a clearer picture of employees' thinking (Table 2).

Table 2. Complex rules after elimination of inconsequent rules

<i>mental strain</i>	<i>working hours</i>	<i>relationship with colleague</i>	<i>relationship with leader</i>
completely satisfied	completely satisfied	*	completely satisfied
completely satisfied	rather dissatisfied	*	completely satisfied
completely satisfied	rather satisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	completely dissatisfied	*	rather dissatisfied
rather satisfied	*	completely satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	completely satisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	rather satisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	rather dissatisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	completely dissatisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	*	completely dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather dissatisfied	*	completely satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather dissatisfied	completely satisfied, rather satisfied, rather dissatisfied	rather satisfied	rather dissatisfied
rather dissatisfied	completely dissatisfied	rather satisfied	completely satisfied
rather dissatisfied	*	rather dissatisfied	rather dissatisfied
rather dissatisfied	*	completely dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely dissatisfied	*	completely satisfied	rather dissatisfied
completely dissatisfied	*	completely dissatisfied	completely dissatisfied

Source: own processing

According to the formal logic, only three attributes remained that determine the potential turnover intention of the staff: working hours, relationship with colleague, and mental strain. Due to the elimination, the number of rules has also changed, the system of clear attributes has been simplified. Based on the logic of the expert system, a completely satisfied opinion can now be formulated with only two complex rules, while a completely dissatisfied outcome can be formulated with one rule. According to the first row, the workers are “completely satisfied” with the leader and their relationship, if they are “completely satisfied” with the mental strain and working hours and with the quality and quantity of the work, then the workers are “completely satisfied” with the leader and their relationship. Therefore, the atmosphere of the team is absolutely irrelevant them.

The second row modifies this clear requirement which slightly nuances the cohesion between the attributes involved. It shows, if the mental strain "completely satisfied" and the working hours is "rather satisfied", then the relationship with the leader will be "completely satisfied". The relationship with colleague is as irrelevant as in the first row. The complex set of rules showing complete dissatisfaction has also been simplified. A combination of rules that is not acceptable to employees can already be presented with just

one rule. If they are “completely dissatisfied” with the mental strain and their relationship with colleagues and leader are “completely dissatisfied”, then it is almost certain, that the workers leave the company.

After elimination of the examined item, the induction tree of the model graph also transformed according to the following:

- if mental strain is “completely satisfied” and working hours is “completely dissatisfied”, then relationship with leader is “rather dissatisfied”.
- if mental strain is “rather satisfied”, relationship with colleague is “rather satisfied” and working hours is “completely satisfied”, then relationship with leader is “rather satisfied”.
- if mental strain is “rather dissatisfied”, relationship with colleague is “rather satisfied” and working hours is “completely dissatisfied”, then relationship with leader is completely satisfied”.
- if mental strain is “completely dissatisfied” and relationship with colleague is “completely satisfied”, then relationship with leader is “rather dissatisfied”.

Like the leader-employee relationship, the human mindset relationships can be mapped to the employee relationship as well, but there are some differences in the rules generated by the expert system compared to them. Most of these differences stem from the relationship among the participants of the study, in which the corporate culture differences can also play a significant role. In these circumstances, the expectation combinations of the rules are provided by combinations of other non-financial incentives, relationship with the leader and work-life balance. It is an interesting phenomenon that the relationship among humans appears similarly to the leader-employee relationship, which makes transparency to the importance of personal relationships in the human mindset. It can also be transparent from the set of rules that, similarly to the negative pole of the relationship with the leader, this relationship can be described by one rule, while the description of the endpoint showing satisfaction can be clearly described by 7 more rules. The multiplicity of rules that express satisfaction is primarily due to the fact of feelings, experiences, and thoughts which lead to a state of satisfaction that can be diverse.

Although the combination of satisfaction elements in the team member’s relationship is more complex (Table 3), among the three most dominant attributes work-life balance appears to be the weakest. The relationship with leader and other non-financial incentives and their combinations appears the most noticeable among satisfaction attributes. The weakness of work-life balance as an attribute can be seen primarily on the basis of its values in the rules. Based on these, it took irrelevant values in three of the first seven satisfaction rules. These are marked with an * in Table 3. This irrelevant value appears in only one case in other non-financial incentives and relationship with leader attributes in the examined row of 7 satisfaction rules.

Opposite of the multiplicity of satisfaction rules, the rule of attributes describing employee dissatisfaction can be described very simply, with one rule, in the relationship between employees. This is a good illustration of the “simple” operation of human thinking, which can define as simply as possible the combination of attributes that cause it the least satisfaction for them.

Table 3. Complex rules of team member’s relationship

<i>other non-financial incentives</i>	<i>relationship with leader</i>	<i>work-life balance</i>	<i>relationship with colleague</i>
completely satisfied	completely satisfied	completely satisfied	completely satisfied
completely satisfied	completely satisfied	completely dissatisfied	completely satisfied
completely satisfied	rather satisfied	rather dissatisfied	completely satisfied
completely satisfied	completely dissatisfied	*	completely satisfied
rather satisfied	rather dissatisfied	rather satisfied, rather dissatisfied	completely satisfied
rather satisfied	completely dissatisfied	*	completely satisfied
rather dissatisfied	*	*	completely satisfied

completely satisfied	completely satisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	completely satisfied	rather dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	completely satisfied	*	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	rather dissatisfied	completely dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	rather dissatisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	rather satisfied	rather satisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
completely satisfied	rather dissatisfied	rather dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	rather dissatisfied	completely dissatisfied	completely satisfied, rather satisfied, rather dissatisfied, completely dissatisfied
rather satisfied	rather satisfied	*	rather satisfied
completely satisfied	rather satisfied	completely satisfied	rather satisfied
completely dissatisfied	*	*	completely dissatisfied

Source: own processing

CONCLUSION

The study examined concepts of the literature related to human behavior in decision-making and narrowed it down to a conceptual triad of satisfaction, commitment, and employee turnover, which was investigated in three conceptual contexts in the literature: performance, employee well-being, and trust. The primary goal of the study was to map and analyze a pattern of human mindset, to which we have chosen the trust approach as context to a deeper examination of the conceptual triad. According to our investigation, a trustful atmosphere is that environment in which in addition to measurable work-related factors such as performance, immeasurable factors also appear.

After the profound literature and sample analysis, the performance approach was completely excluded from the study because in our cases the employees decided to leave the company on their own initiative. So, there was no measurable expectation of their work that they could not perform at the expected level. Based on this fact, the focus was primarily on observing conditions that can only be measured indirectly with traditional mathematical tools. In compiling the interview questions, we focused on mapping this circumstance. Therefore, as we systematically examined the behavior of the conceptual triad, we came to the conclusions described below.

The other approach which was mentioned concerning the literature was the well-being of workers. Based on the answers of personal conversations, the importance of the work environment and employee well-being can be clearly observed. The complex rules generated by the expert system also support this statement. According to the literature which deals with well-being as a concept, several aspects of the terms appear in the responses, such as mental strain, working hours, or work-life balance. However, mental strain and working hours appear most prominently in the complex rules.

The third conceptual context, the trust-oriented articles, served as the basis of our examination. The focus of this investigation is based on the questions related to the relationship between the respondents and their leader and/or colleagues. Primarily, these are the remarkable points in the interviews where the presence or even lack of trust is most pronounced. Therefore, this conceptual context has become the focus of our studies. We investigated human behavior and decision-making activities from this perspective to create a clear picture of the human mindset.

With the help of the AI-based expert system, we explored all elements (attributes) of the human mindset from our 73-item sample that makes human thinking, human decisions transparent. We mapped expectations that were articulated by the manual workers who eventually decided to leave the company. We got the parts of their thinking and preference system as a result. The focus of our examination is based on the social side of a human relationship; therefore, we investigated the information from the viewpoint of the relationship between workers and their leader, and workers among each other.

Two basic conclusions can be drawn from the examined model. One conclusion points to the importance of sense-making. The concept of sense-making was first formulated through the thoughts of Weick (1996), who interpreted the phenomenon concerning a wide variety of everyday situations. He modeled behavior through the simplicity of complex problems and found that "simplicity is not that simple. Recall the idea that any explanation can be characterized by some degree of generality, simplicity, and accuracy, but at best, you only can attain two of the three. If you start with simplicity, you can move toward making that simplification more general but less accurate, or you can edge the simplicity toward accuracy and lose generality" (Weick, 1996).

In the examined model, the decision-maker has two positions that clearly define the direction of decisions: satisfied or dissatisfied. In the examination of the leader-employee relationship, it can map the two endpoints relatively easily, which can be derived from the complex rules. Therefore, the workers can decide from 1-2 attributes that they are satisfied or dissatisfied with the atmosphere where they work. According to the complex rules, employee satisfaction can be defined by 2 simple rules which present the simplicity of the decision. We get an even clearer picture of respondents' mindset when we examine the rules that describe dissatisfaction opinions. According to the logic of the expert system, dissatisfaction of employees can be formulated with only one complex rule. As it can be observed from a multiplicity of rules which describe the two endpoints, the decision logic and thinking of the respondents are clear at the two endpoints. Therefore, the employees can determine exactly what causes them satisfaction and what causes them dissatisfaction. It is also worth noting what values describe these two endpoints. It can be clearly seen from the combination of the attributes of the rules that the endpoints can be described with different levels of the values. The typification of rules that also interpret the relationship between colleagues shows a similar distribution, with the difference that satisfaction in this respect can be described by more rules. Overall, it can be stated that clear decisions are formulated by a simple human mindset with simple rules and logic.

The situation is more complicated or fuzzy concerning the rules between the two endpoints. According to the complex rules of both relationships: employees and their leader (Figure 2) or employees among each other (Figure 4), the human mindset can be describable with 10 complex rules in both cases. Therefore, the identification of the human mindset cannot be simplified in the middle range of values (rather satisfied or rather dissatisfied). From this fact, we can conclude that the respondents knew the aspects that had a strong influence on their decision, but for the other examined factors they could not give such a clear black-and-white answer.

"If you can't explain it simply, you can't understand it well enough" stated Albert Einstein, which quote simply presents human thinking and supports the findings of the present study. *"What many people don't realize is that there are two kinds of simplicity: shallow simplicity and profound simplicity. Shallow simplicity consists of casual generalizations made by outsiders who notice only the most conspicuous, salient regularities and rely on these as good enough. Once you start to act on shallow simplicities, you soon discover that things are not simple"* (Weick, 1996). For the sample underlying our study, we worked with a similar simplification method.

Another conclusion from the analysis of the model under study comes from the interpretation of the responses. Examining the set of complex rules, we can see that the set of rules of the dissatisfaction and

satisfaction endpoints is not the opposite of each other. Therefore, the satisfied and dissatisfied states cannot be described with the same values. We cannot use the same scale to express the two statements. While a completely satisfied status can be achieved with the satisfaction or rather satisfaction of the mental strain and working hour, in the decision of dissatisfaction the most important factor is the mental strain and the relationship with colleagues, therefore the atmosphere of the workplace plays a decisive role.

Theoretical implications This study primarily contributes to the literature by analyzing the process of human thinking and decision making. It examines the most characteristic features of human logic and human behavior from the trust approach that cannot be found in the published literature. Based on the human performance literature, the study analyzes the most important attitudes that lead to the dismissal of employees in a particular organizational environment. Hence, the results of the study can directly contribute to the development of the literature in this direction.

Another specialty of this study is the used method which interprets the results in a new form. Using the artificial intelligence-based expert system, the analysis found a logical relationship between the examined keywords that describe both poles of the decision and it could interpret them in a daily work language. This method can recognize nuance differences between the opinions of our respondents.

Managerial implications In terms of practical applicability, this study assists both managers and HR practitioners in their everyday work. The work environment is an industrial environment in which each measurement is an integral part of the system. Following the individual workflows, measurements can be made at several points simultaneously at each step. This primarily guarantees the high quality of the activity performed. However, in addition to measurable elements, there are also non-measurable phenomena that can affect daily work. The study focuses on these non-measurable indicators and systematically examines their emergence and correlations step by step. It finds and analyzes through complex rules of an expert system that have a decisive influence even with their immeasurability.

For practitioners, understanding the examined solutions and insights can help to recognize and understand everyday phenomena and thus help to make long-term decisions that can be profitable when incorporated into corporate strategy. By avoiding the possible negative outcome that can be found by the expert system, the success of the company can be achieved much more effectively and purposefully. This can also save the company money and time. Besides, understanding the synergies that underlie individual employee decisions, can provide companies with useful information that can even trigger individual employer branding activities. If an organization knows the most important drives behind employee thinking and behavior, it may be able to turn them to its own advantage, thus benefiting even the profitability of the organization.

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