

INFORMATION AND ANALYTICAL SUPPORT AND TOOLS FOR ASSESSING EMPLOYEE LOYALTY IN ENTERPRISES

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Abstract. In the context of increasing competition and dynamic changes in the global economy, employee loyalty emerges as a key factor for the stability and success of enterprises. A high level of employee loyalty correlates with increased productivity, optimized costs for recruiting and adapting new employees, and the strengthening of the company's positive image. Therefore, the development and implementation of effective methods for assessing loyalty is an urgent need for businesses. This study aims to systematize and analyze modern tools and methodologies for evaluating employee loyalty, identifying their effectiveness and features of application in various conditions and cultural contexts. The research is based on a survey of 525 employees of Ukrainian enterprises using Google Forms in two stages. Methods of questionnaires, interviews, statistical and content analysis were used. The research results confirmed the significance of integrating different assessment methods: from traditional surveys to modern analytical tools. It was shown that the automation of data collection and analysis significantly increases the accuracy of assessments and allows for the identification of deep patterns in employee behavior. The positive impact of corporate social responsibility on employee loyalty was also noted. For further development in this field, it is important to explore the impact of digitalization on loyalty assessment processes, particularly through the integration of artificial intelligence and machine learning. Additionally, it is necessary to study the intercultural aspects of assessment methods and adapt them to the needs of the globalized labor market. The importance of researching hybrid and remote work forms, as well as studying the social and psychological factors that influence employee loyalty, deserves special attention.

Keywords: employee loyalty; human resource management systems; loyalty assessment tools; data analytics in HR; employee engagement; loyalty.

JEL Classification: C9; J53; I31

Formulas: 0; **fig.:** 13; **tabl.:** 1; **bibl.:** 10

Introduction. In the ever-evolving landscape of the global economy, the loyalty of employees emerges as a pivotal factor in the sustainable success and stability of enterprises. The ability of a company to foster and maintain a loyal workforce can significantly impact its productivity, reduce turnover rates, and enhance its competitive edge in the market. This interconnection between employee loyalty and corporate success underscores the urgency for organizations to devise effective strategies to assess and enhance the loyalty of their staff.

The assessment of employee loyalty is, however, fraught with complexities due to the dynamic nature of the workforce and the myriad factors influencing employee behavior and attitudes. Traditional methods such as surveys and interviews, while valuable, often require supplementation through more sophisticated technological solutions to capture the nuanced reality of employee sentiment and commitment. As such, modern enterprises are increasingly turning to advanced Human Resource Management (HRM) systems and analytic platforms to gain deeper insights into their workforce's loyalty. This exploration is crucial as it not only aids in refining existing assessment methodologies but also helps in adapting to the new norms of work environments, enhancing human resource management effectiveness, and ensuring the sustainable development of organizations.

This article delves into various data collection methods related to employee loyalty, including surveys, interviews, turnover rates analysis, and feedback mechanisms. Furthermore, it evaluates the efficacy of specialized HRM systems, statistical tools, and content analysis in fostering a comprehensive understanding of employee loyalty. By addressing these components, the study aims to provide a holistic view of the contemporary approaches to employee loyalty assessment, enabling corporate leaders to make informed decisions and develop robust personnel management strategies.

Literature review. Assessing employee loyalty is a key aspect of human resource management, as high employee loyalty levels contribute to increased productivity, reduced turnover, and improved workplace atmosphere. This review considers the main information sources and tools used for assessing employee loyalty.

One of the most common methods for collecting information on employee loyalty is through surveys and questionnaires. Research indicates that surveys can provide quantitative data on employee satisfaction and loyalty levels (Smith & Macko, 2014). Surveys can be structured around various parameters, such as job satisfaction, relationships with colleagues and management, and engagement levels.

Another effective method for gathering information is conducting interviews and discussions with employees. Interviews allow for a deeper understanding of employees' personal motives and feelings, which may not always be captured through surveys (Kirkman & Rosen, 1999). This method also helps build trust between employees and management.

Turnover indicators are a significant measure of employee loyalty levels. Studies show that high turnover often indicates low satisfaction and loyalty levels (Hancock et al., 2013). Analyzing these indicators can help identify problems and take measures to address them.

Many enterprises use specialized HRM systems, such as SAP SuccessFactors or Workday, to collect and analyze data on employee loyalty. These systems enable the automation of data collection processes, reducing the risk of errors and increasing analysis efficiency (Stone & Deadrick, 2015).

Using statistical analysis and analytical platforms, such as SPSS or Tableau, allows for detailed analysis of employee loyalty data and the identification of patterns and trends (Hair et al., 2010). These tools assist in making informed management decisions.

Content analysis of feedback received from employees through internal corporate channels or social media is another important tool. This method helps identify key issues and concerns of employees and assess their loyalty (Krippendorff, 2018).

Establishing the relationship between employee loyalty and the economic security of enterprises has allowed proposing new methods of personnel assessment and identifying threats (Mihus, I., 2011; Mihus, I., & Chernenko, S., 2013).

Aims. The primary aim of this research is to systematically examine and evaluate the diverse information sources and analytical tools employed in assessing employee loyalty across enterprises. This study seeks to identify effective strategies and technological solutions that can enhance the reliability and accuracy of loyalty assessments, thus aiding organizations in the strategic development of their human resources.

To achieve the aforementioned aim, the research sets forth the following objectives:

1. Identify and describe the range of traditional and modern methods currently in use for assessing employee loyalty, including both qualitative and quantitative approaches.
2. Evaluate the effectiveness of various tools such as surveys, interviews, HRM systems, and advanced analytical platforms in accurately gauging employee loyalty. This includes examining the strengths and limitations of each method.
3. Based on the findings, propose actionable strategies for organizations to improve their loyalty assessment processes. This involves suggesting improvements in data collection, analysis techniques, and the overall approach to measuring loyalty.

Through these objectives, the article intends to contribute valuable insights and practical guidance to organizations striving to enhance their workforce's loyalty and, consequently, their overall operational effectiveness.

Methodology. The research was conducted by surveying employees of HR departments of Ukrainian enterprises using Google Forms in February-March 2024. A total of 525 individuals participated, with 56.8% women (298 individuals) and 43.2% men (227 individuals). The age structure of respondents is presented in Figure 1.

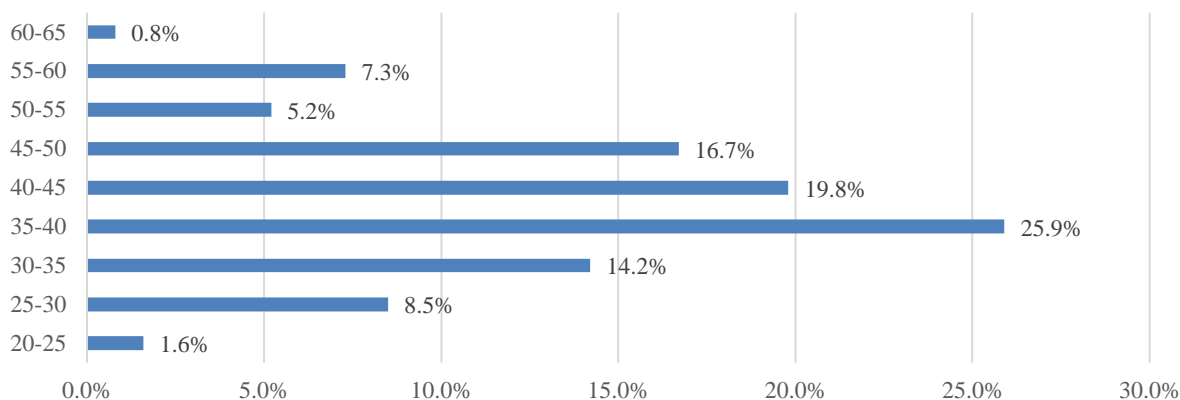


Figure 1. Age structure of the surveyed employees of HR departments of Ukrainian enterprises

Source: developed by the author

The survey data indicate that more than 62% of respondents are aged 35-50 and have sufficient experience in personnel management and evaluation.

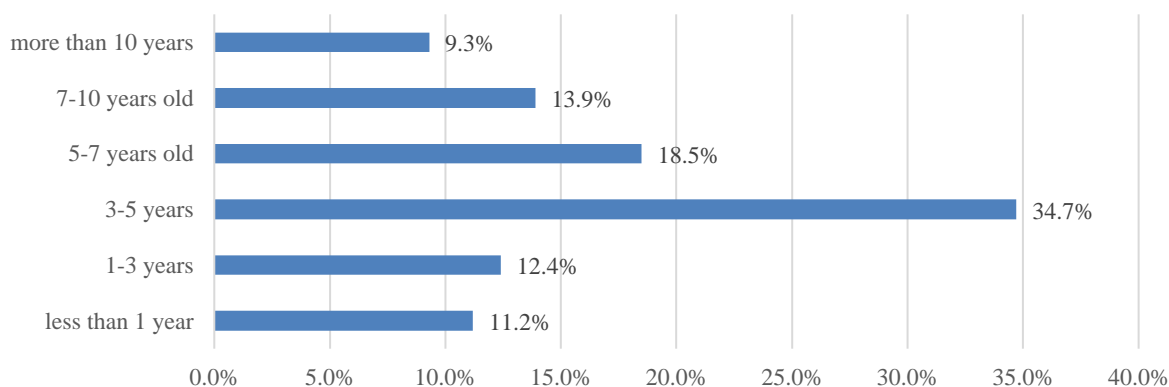


Figure 2. Period of work of the interviewed employees of HR departments of Ukrainian enterprises at the current place of work

Source: developed by the author

Among the employees of HR departments who took part in the survey, about 35% have been working at their last place of employment for 3-5 years, more than 18% for 5-7 years, and almost 14% for 7-10 years.

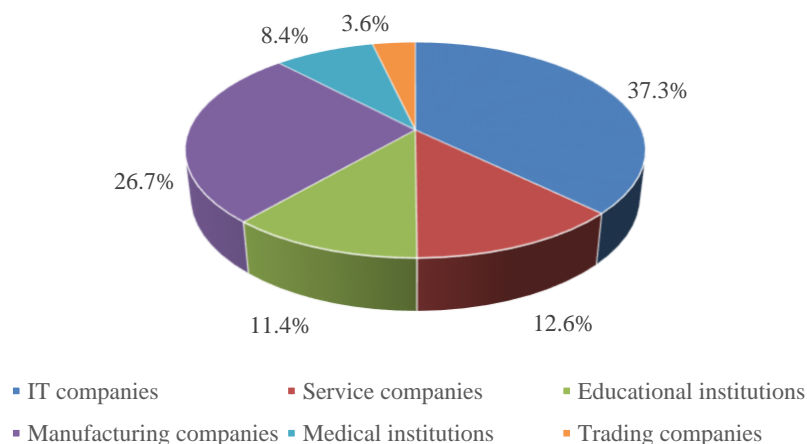


Figure 3. Respondents' fields of activity

Source: developed by the author

The vast majority of employees of HR departments who took part in the survey work in IT companies (37.3%) and manufacturing companies (26.7%).

Results. During the survey, respondents were asked 10 questions, with the help of which we sought to identify the tools that employees of HR departments used to assess the loyalty of personnel of Ukrainian enterprises.

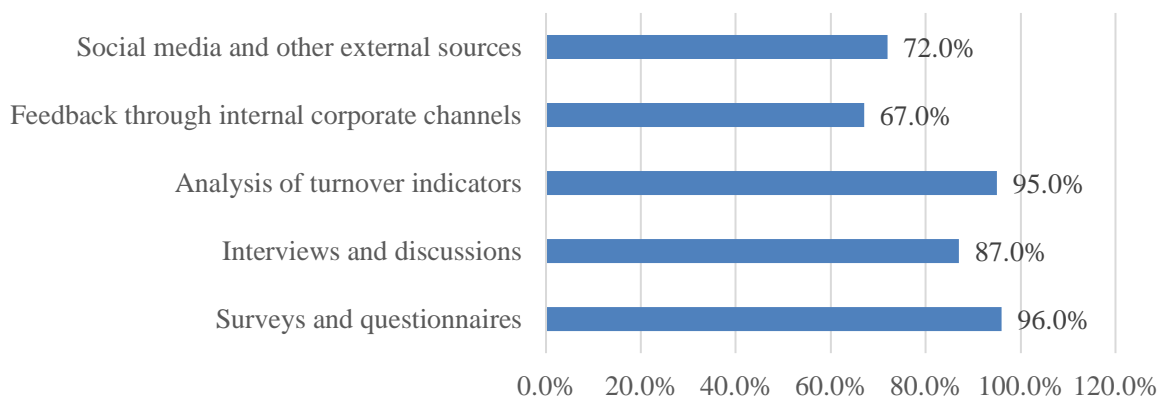


Figure 4. Answers to question "What are the primary sources of information you use to assess employee loyalty at your enterprise?"

Source: developed by the author

The primary sources of information you use to assess employee loyalty at your enterprise are "surveys and questionnaires" (96%) and "analysis of turnover indicators" (95%). At the same time, the vast majority of employees of HR departments also use "interviews and discussions" (87%) and "social media and other external sources" (72%).

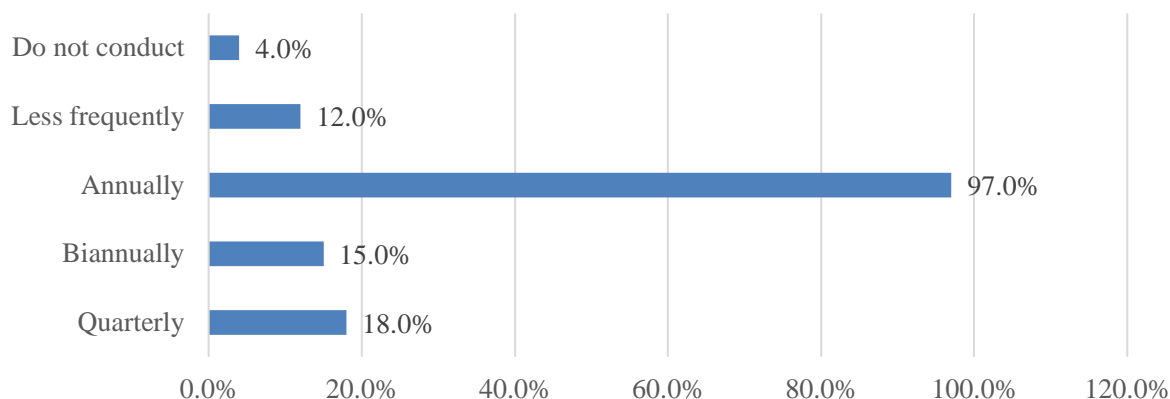


Figure 5. Answers to question «How often do you conduct surveys or questionnaires to assess employee loyalty?»

Source: developed by the author

In the vast majority of enterprises whose employees of HR departments participated in the survey, surveys or questionnaires to assess employee loyalty are conducted annually (97%).

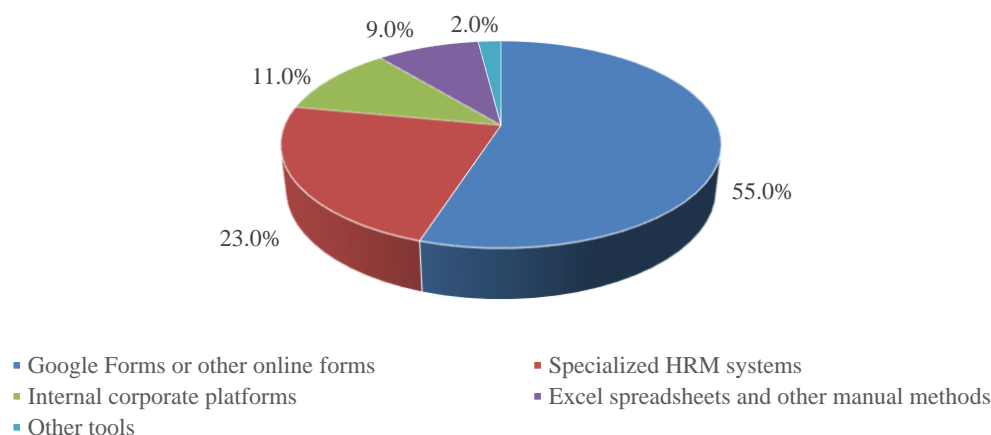


Figure 6. Answers to question «What tools or platforms do you use to collect and analyze data on employee loyalty?»

Source: developed by the author

As the research showed, employees of HR departments most often use «Google Forms» (55%) and «Specialized HRM systems» (23%) to collect information and analyze data to assess staff loyalty.

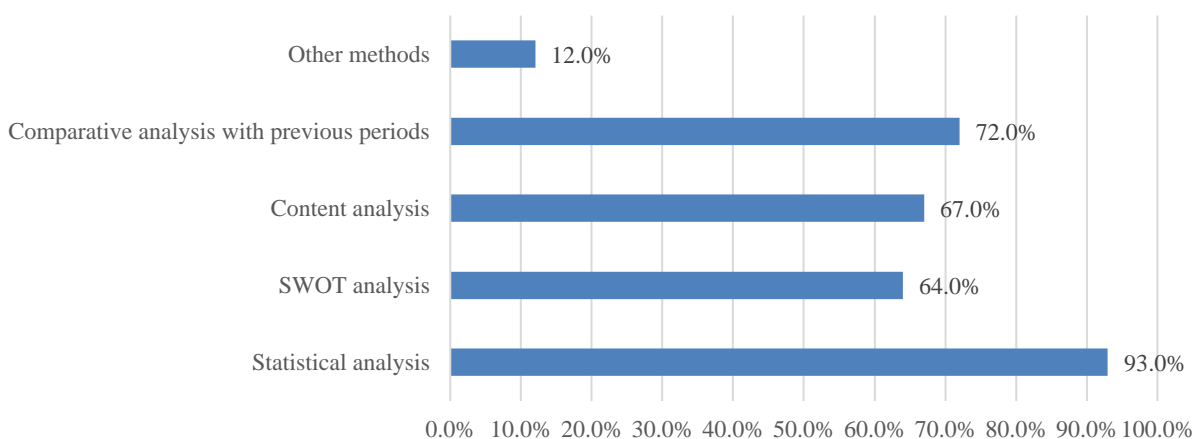


Figure 7. Answers to question «How do you analyze the collected data on employee loyalty?»

Source: developed by the author

Among the tools to analyze the collected data on employee loyalty, respondents named "statistical analysis" (93%), "Comparative analysis with previous periods" (72%), "Content analysis" (67%) and "SWOT analysis" (64%).

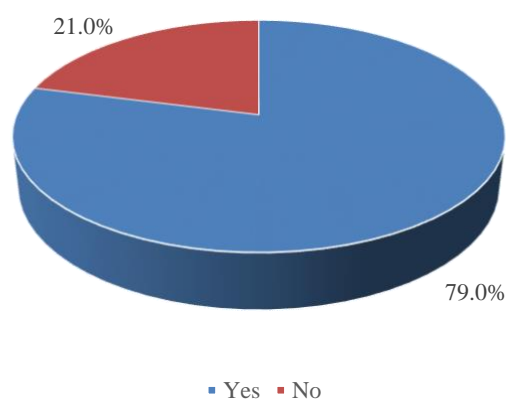


Figure 8. Answers to question «Do you use any automated systems or software for analyzing employee loyalty data?»

Source: developed by the author

More than 79% of employees of HR departments who participated in the survey indicated that they use automated systems or software for analyzing employee loyalty data to simplify calculations and perform their work more efficiently.

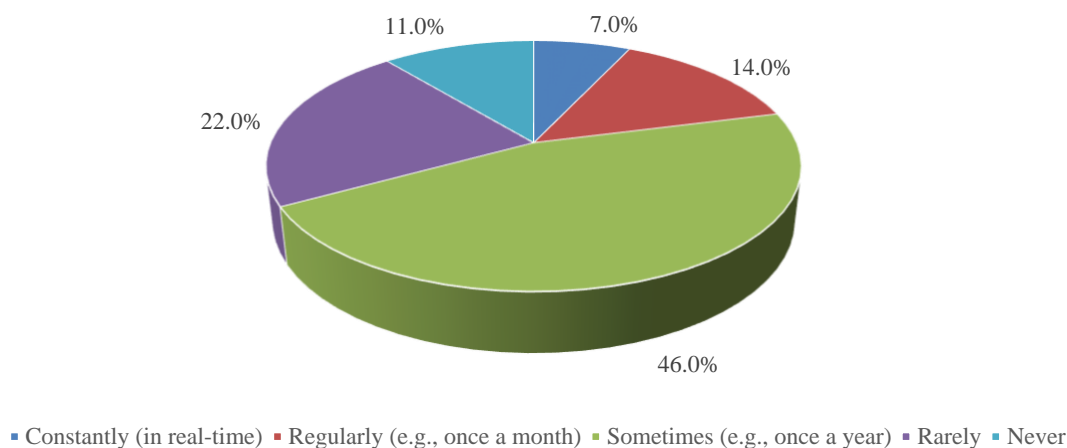


Figure 9. Answers to question «How often do you receive feedback from employees regarding their satisfaction and loyalty levels?»

Source: developed by the author

Unfortunately, the feedback system is not sufficiently developed at Ukrainian enterprises, which was emphasized by the results of the survey. Yes, the answers "Sometimes (e.g., once a year)" were given by 46% of employees of HR departments, "Rarely" - 22%, "Regularly (e.g., once a month)" - 14%. Moreover, only 7% of the surveyed employees of HR departments use feedback constantly (in real-time). Despite this, 11% of employees of HR departments never use feedback to evaluate staff loyalty.

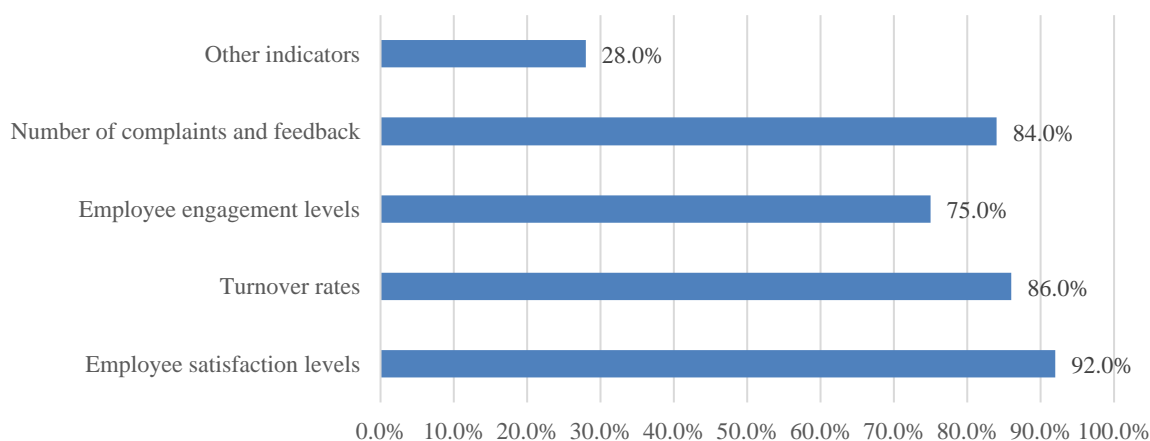


Figure 10. Answers to question «What key performance indicators (KPIs) do you use to assess employee loyalty?»

Source: developed by the author

Respondents noted that the main key performance indicators (KPIs) used by employees of HR departments to assess employee loyalty are: "Employee satisfaction levels" - 92%; "Turnover rates" - 86%; "Number of complaints and feedback" - 84%; "Employee engagement levels" - 75% and "Other indicators" - 28%.

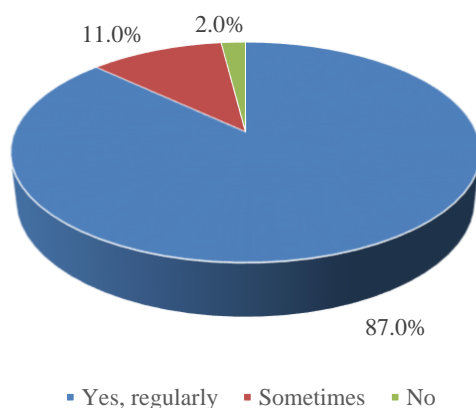


Figure 11. Answers to question «Do you analyze employee loyalty data across different departments or groups?»

Source: developed by the author

The answers of the respondents showed that 86% regularly use to analyze employee loyalty data across different departments or groups, and only 11% do it rarely, and 2% - never.

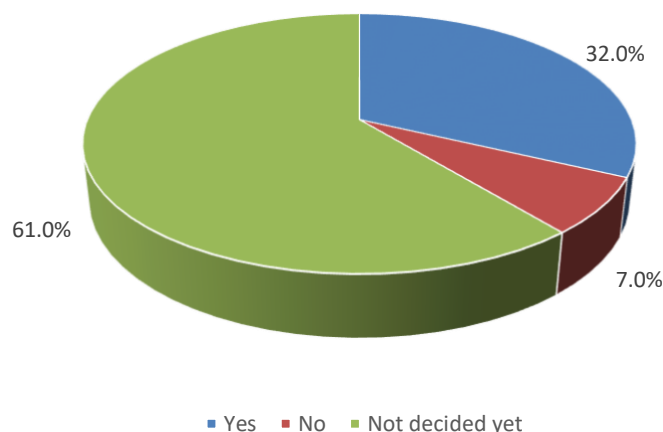


Figure 12. Answers to question «Do you plan to implement new tools or methods for assessing employee loyalty in the near future?»

Source: developed by the author

The answers of the respondents showed that 61% of them plan to implement new tools and methods for assessing employee loyalty in the near future. At the same time, 32% of respondents have not yet decided whether they plan to implement new tools and methods for assessing employee loyalty in the near future. And only 7% do not plan to do this.

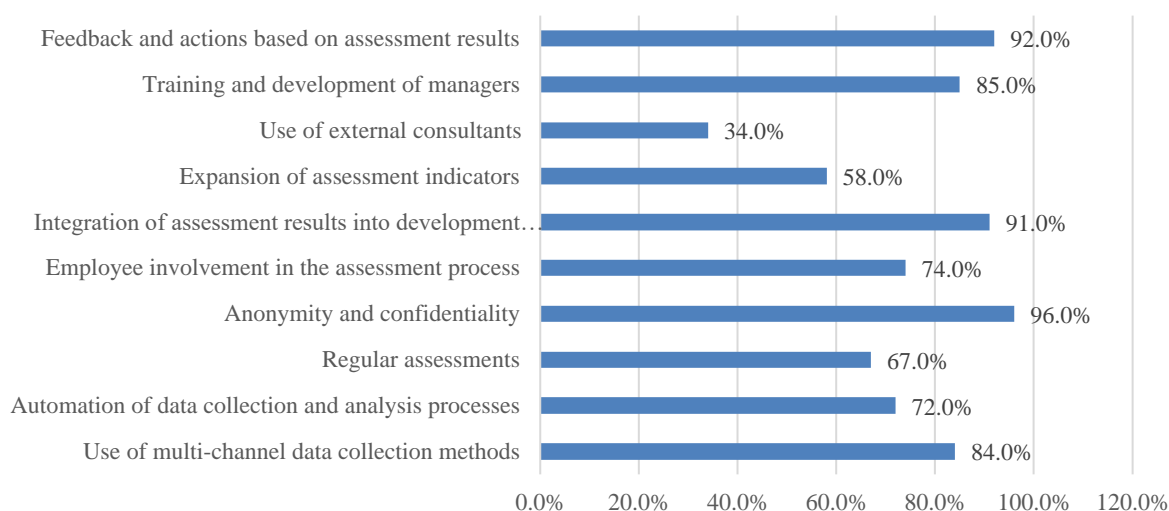


Figure 13. Answers to question «Suggestions for improving the effectiveness of current methods for assessing employee loyalty at your enterprise»

Source: developed by the author

Based on the survey results, proposals were developed to enhance the most effective methods of assessing employee loyalty at enterprises (Table 1).

Table 1. The most effective methods of assessing employee loyalty at enterprises

Methods	Description
Use of multi-channel data collection methods	Implementing a comprehensive approach to data collection, including surveys, interviews, group discussions, and online surveys. This allows for obtaining diverse information and more accurately assessing employee loyalty.
Automation of data collection and analysis processes	Using modern HRM systems to automate data collection and analysis on employee loyalty. This reduces the likelihood of errors and increases efficiency and speed of information processing.
Regular assessments	Introducing regular loyalty assessments, for example, quarterly or biannually. This allows tracking dynamics and responding promptly to issues.
Anonymity and confidentiality	Ensuring full anonymity and confidentiality during data collection, increasing employee trust and encouraging more open and honest feedback.
Employee involvement in the assessment process	Creating working groups with representatives from different departments to develop surveys and discuss results. This helps consider the specifics of various departments and increases employee engagement.
Integration of assessment results into development strategies	Using loyalty assessment results to develop and adjust enterprise development strategies, training plans, and motivation programs. This demonstrates to employees that their opinions are considered and valued.
Expansion of assessment indicators	Including qualitative aspects in assessments, such as satisfaction with corporate culture, relationships with management, and professional growth opportunities.
Use of external consultants	Involving external consultants for independent assessments and analysis of loyalty. This provides an objective view of the situation and identifies issues that may be overlooked by internal specialists.
Training and development of managers	Conducting training and seminars for managers on the importance of employee loyalty and assessment methods. Increasing management awareness of modern approaches to personnel management improves the work environment.
Feedback and actions based on assessment results	Providing employees with feedback on assessment results and informing them about planned measures for improvement. This shows that employees' opinions are not only heard but also considered in further enterprise actions.

Source: developed by the author

Implementing these proposals will help enhance the effectiveness of current methods for assessing employee loyalty, improve the work environment, and strengthen employee trust in the enterprise.

Discussion. The exploration of information and analytical support for assessing employee loyalty in enterprises has yielded significant insights into the dynamic interplay between workforce management practices and organizational outcomes. This research highlights the critical role of employee loyalty as a cornerstone for enhancing productivity, reducing staff turnover, and bolstering competitive advantage. The findings from this study draw attention to several key areas of discussion including the effectiveness of current tools, the integration of technology, and the strategic implications for management.

Effectiveness of Current Assessment Tools. Our study has illuminated the diverse range of tools used to assess employee loyalty, from traditional surveys and interviews to sophisticated HRM systems and data analytics platforms. Each method has its unique advantages and limitations. Surveys and interviews, while providing direct insight into employee sentiments, may suffer from biases such as social desirability bias, which can skew results. On the other hand, HRM systems and statistical tools offer a more objective analysis of loyalty indicators but may lack the nuanced understanding of employee feelings and motivations that qualitative methods provide.

The effectiveness of these tools largely depends on their application within the specific cultural and organizational context of a business. Enterprises need to tailor their loyalty assessment strategies to match their specific workforce dynamics and organizational culture, ensuring that the tools they use are appropriate for the employee demographics and the specific loyalty drivers within their firm.

Integration of Technological Innovations. The advent of digital technology and analytics has transformed the landscape of human resource management, particularly in the field of loyalty assessment. Advanced HRM systems, like SAP SuccessFactors and Workday, provide comprehensive data that can be leveraged to gain deep insights into employee behavior and attitudes. Moreover, the application of machine learning and artificial intelligence offers unprecedented opportunities to predict future loyalty trends and identify underlying patterns that may not be evident through traditional methods.

However, while these technological solutions enhance the ability to collect and analyze data, they also raise concerns about privacy and the ethical use of employee information. It is crucial for enterprises to establish clear guidelines and ethical standards for data use to maintain trust and transparency with their workforce.

Strategic Implications for Management. The findings of this research have significant implications for management practices. Firstly, the integration of multifaceted assessment tools can aid in developing more effective employee retention strategies by providing a clearer understanding of loyalty drivers. Management can use these insights to tailor their HR practices to better meet the needs and expectations of their employees, thereby enhancing loyalty and reducing turnover.

Furthermore, the study suggests that ongoing training and development of managerial staff on the latest HR technologies and loyalty assessment techniques is crucial. Managers equipped with the knowledge and tools to analyze employee loyalty

effectively can make more informed decisions that contribute to a more engaged and committed workforce.

Future Research Directions. Looking forward, there is a compelling need for further research to explore the long-term impacts of technological integration in loyalty assessments. Future studies could investigate the effectiveness of AI-driven analytics over traditional methods and examine the potential biases these new technologies may introduce. Additionally, cross-cultural studies could provide insights into how loyalty assessment tools and strategies perform across different cultural contexts, offering a more global perspective on employee loyalty.

In conclusion, this article underscores the importance of a strategic and informed approach to assessing employee loyalty. By effectively utilizing both traditional and modern tools, enterprises can gain a more comprehensive understanding of their workforce, fostering a loyal, productive, and stable organizational environment.

Conclusion. Based on the conducted research, the following conclusions can be drawn:

1. Employee loyalty is critically important for the successful operation of enterprises, as it directly affects productivity, reduces turnover, and improves the moral climate. Increasing loyalty enhances the overall competitiveness of enterprises.

2. Using combined methods such as surveys, interviews, turnover analysis, and statistical analysis allows enterprises to obtain a more complete and accurate picture of their employees' loyalty.

3. Modern HRM systems and analytical platforms play a key role in collecting and analyzing loyalty data. These systems not only improve data accuracy but also ensure the efficiency of information processing.

4. Applying artificial intelligence and machine learning has the potential to improve loyalty assessment processes, allowing for automated data collection and the identification of complex behavior patterns among employees.

5. Corporate social responsibility (CSR) initiatives can significantly enhance employee loyalty, as they improve the internal and external image of the company.

6. Additional research is needed to better understand how globalization and technological changes affect methods and approaches to assessing employee loyalty, especially in different cultural and economic contexts.

Overall, effective use of information-analytical systems and tools for assessing employee loyalty plays a crucial role in forming a stable and productive work environment, which is the foundation for the long-term success of any enterprise.

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