

The Nexus Among Organizational Justice, Job Performance, Job Satisfaction, and Employee Loyalty in S Company of the Museum Exhibition Industry[†]

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Abstract

To comprehend employee loyalty within the museum industry, researchers established 2 objectives: 1) To investigate the impact of organizational justice, job performance, and job satisfaction on employees' loyalty at S Company in the museum exhibition sector; and 2) To explore the mediating roles of job performance and job satisfaction in the relationship between organizational justice and employee loyalty at S Company in the museum exhibition sector. A quantitative approach was employed to analyze employee loyalty at S Company in the museum exhibition industry. Using random sampling, data were collected from 185 employees based on a predetermined formula. The researchers utilized Structural Equation Modeling (SEM) to analyze the data concerning employee loyalty.

The findings revealed that: 1) Organizational justice positively influences job performance and job satisfaction, which, in turn, positively affect employee loyalty; and 2) Job performance and job satisfaction act as mediators in the relationship between organizational justice and employee loyalty. Based on these conclusions and discussions, the researchers recommend creating a conducive environment within the museum exhibition industry to enhance customer experience. Given that employee satisfaction plays a crucial role in this industry, fostering a positive work environment can contribute significantly to the long-term success of museum display enterprises. Committed employees who align with the company's vision aid in maintaining competitiveness, attracting top talent, and establishing credibility in the marketplace. By promoting organizational justice, organizations can enhance their long-term sustainability and adaptability to changing market demands.

Keywords: Organizational justice, Job performance, Job satisfaction, Employee loyalty

Introduction

Organizations in all sectors of today's economy struggle with employee turnover due to the world's increasingly cutthroat economic climate. There is a similar trend in the museum display sector. Museums are essential for several reasons, including ensuring the survival of historical artifacts, educating the public, entertaining visitors, and promoting cross-cultural understanding and appreciation. Therefore, it is essential for exhibition businesses to keep their best staff if they are to accomplish their objective and grow over time.

Organizational longevity and profitability depend critically on employees' commitment to staying put. It's about staff members feeling connected to and invested in their workplace, and staff members voluntarily choosing to stay on staff. Performance, contentment, and loyalty at work all play a role in whether or not an employee plans to stick around. Employee performance refers to how well workers do their jobs; job satisfaction to how happy they are in their jobs and with their workplace; and employee loyalty to how much they care about and enjoy working for the company.

Employees' commitment to sticking around in the face of these difficulties is crucial in the museum display sector. Employees' desire to stay in their jobs might be affected by factors unique to the exhibition

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industry, such as the need for specialized knowledge and skills and the existence of distinct work environments and cultures. However, there is a dearth of comprehensive studies on the topic of staff retention in the museum display sector, especially those that examine the connection between work performance, job satisfaction, and loyalty.

The hospitality and tourist sectors are only two examples of extensively researched environments. However, the museum exhibition sector has only been the subject of a small number of studies. S company of Museum exhibition is a comprehensive cultural industry integrating the planning, design and production of cultural tourism scenic spots, museums, memorial halls and exhibition halls, it is one of the largest and most powerful group companies in the domestic cultural management and production industry. In recent years, Museum exhibition has provided planning, design and production services for domestic cultural tourism attractions, museums, memorial halls and exhibition halls. In a large number of practices, S company adheres to the means of institutionalized and standardized project management, constantly optimize project management, and use leading management. Technological achievement of the company's brilliant development. It adopts the strategy of "sustainable development in innovation and courage in innovation" to committed to the combination of modern consciousness and traditional cultural spirit, S company has created a model for displaying art in domestic cultural scenic spots and museums in China.

It has provided high-quality services and made positive contributions to the development and innovation of cultural and museum undertakings. Since the release of Covid-19, the museum exhibition sector has reduced its workforce. The retention rate of museum exhibition sector staff is something that has to be studied throughout time periods. Kampkotter et al. (2016) argues that unfair evaluations of employee performance might be a source of tension for upper-level management. The question at hand, as posed by (Swanepoel et al., 2014), is whether or whether workers and managers are in agreement that evaluations often fail to accurately reflect workers' actual levels of competence and productivity. This case study is justified by the fact that employers have difficulty understanding how employees feel about the appraisal process.

There is an urgent need to build a thorough performance evaluation system due to the lack of research on workers' opinions of performance evaluations and job satisfaction. Previous studies have been conducted on professionals. Furthermore, there is a dearth of literature that addresses the topic of staff loyalty in the field of museum exhibitions. Accordingly, the studies analyzed how workers' perceptions of their own job performance influenced their levels of happiness at work and their likelihood of remaining in the museum exhibition field.

Therefore, the purpose of this study is to investigate the problem of staff loyalty in the museum display sector and fill this vacuum in the literature. For decades, scholars have been interested in the issue of workplace justice. According to research on organisational behaviour and management, employees' impressions of their superiors are important. Perceptions, attitudes, emotions, and orientations all serve as predictors of positive and bad workplace actions. According to research, employees who witness organisational justice from their supervisors are more devoted, productive, and less likely to engage in workplace deviance (Cohen-Charash & Spector, 2001; Xia, 2023). The purpose of this research is to learn how museum display workers evaluate their own performance, how satisfied they are with their jobs, and how loyal they feel to the institution. By illuminating these connections, our research will aid the museum display sector in developing more effective methods for retaining employees and propelling businesses in the sector toward long-term success. This article will provide a thorough understanding of the state of employee desire to remain in the museum display sector by discussing in depth the relevant theoretical framework, research methodology, data analysis, and research findings in the following chapters. The purpose of this research is to get a thorough understanding of the elements affecting staff retention in the museum exhibition sector so that we may offer realistic and workable answers to the challenges faced by exhibition businesses.

Employees' commitment to staying with the company can be gauged in part by their stated desire to stay. This research will examine the elements that impact employees' desire to continue in their current employment by looking at how job satisfaction affects the intention to stay among those working in the

museum display business. Strategies to increase staff retention and decrease turnover rates in the museum sector may be developed by first identifying the factors that contribute to employment satisfaction.

Loyalty among workers is a strong indicator of their passion and devotion to the company (Linggiallo et al., 2021). This study intends to answer the question of whether or not higher levels of employee loyalty are connected with increased intention to stay in the museum display sector by investigating the relationship between loyalty and intention to stay. The results of this study will shed light on how workers' loyalty affects the length of time they remain with exhibiting firms.

Therefore, the primary goals of this research are to investigate how retention strategies in the museum sector affect employee performance, happiness, and loyalty.

1) To examine the influence of organization justice, job performance, and job satisfaction on job performance among employees in S company of museum exhibition industry.

2) To examine the mediating roles of job performance and job satisfaction in the relationship between organizational justice and employee loyalty in S company of museum exhibition industry.

This study will reveal the influence between job performance, job satisfaction, loyalty, and intention to stay among employees in the museum exhibition industry. This will assist exhibition companies in understanding the key factors for employee intention to stay and provide guidance and recommendations to improve employee intention to stay in the museum exhibition industry.

Based on the research, the researchers have found 4 hypotheses. There are as follow:

H1: Organization justice has a positive influence on job performance in Museum exhibition industry

H2: Organization justice has a positive influence on job satisfaction in Museum exhibition industry

H3: Organizational justice, job performance, and job satisfaction has a positive influence on employee's loyalty in Museum exhibition industry

H4: Job performance and job satisfaction serve as mediators in the relationship between organizational justice and employee loyalty in the museum exhibition industry.

The researchers based on the studies of (Dhir et al., 2020; Book et al., 2019; Darmawan et al., 2020) to build our own conceptual framework. The researchers want to test the influence of organization justice on job performance, organizational justice on job satisfaction, and organizational justice, job performance, and job satisfaction on the employee loyalty. Thus, the researchers build the conceptual framework as below:



Figure 1 Conceptual framework.

The museum exhibition sector and its workers are the primary subject of this study. The purpose of this research is to examine the connections between job performance, job satisfaction, loyalty, and intent to remain in this particular field of work.

The study will be undertaken within the setting of a museum exhibiting firm, with all levels and types of staff involved. Staff members from a wide range of positions, including curation, exhibition design, teaching, visitor services, and administration, will be included in the research.

Quantitative techniques will be used extensively in this study's data collection and analysis. Museum display workers will be polled on their productivity, happiness on the job, commitment to the company,

and whether or not they want to stay in the field. Statistical methods will be used to dissect the connections and associations between the data points.

This study only looked at the museum display industry, thus its findings may not apply to other fields. The study's results and conclusions will apply only to the industry in question and may not be applicable to others.

Furthermore, other potential characteristics that impact employee loyalty are not explored in this study. These include corporate culture, leadership style, and salary. Indirectly, they may affect loyalty, although that is not the main emphasis of this research.

The purpose of this study is to use quantitative methodologies and data from museum display sector workers to investigate the links between job performance, job satisfaction and employee loyalty.

Methodology

In this part, the researchers discuss about the methodology. The aim of this quantitative study was to investigate the organizational justice on the perceptions of job performance and job satisfaction in employee loyalty in the Museum exhibition industry in China. The findings of this particular investigation have the potential to reconcile discrepancies and identify commonalities within the current body of scholarly works. The results of the study could potentially enhance comprehension regarding the significance of employee perspectives on performance as a crucial mechanism for enhancing employee loyalty. The third chapter of the present study furnishes a comprehensive elucidation of the intended research methodology and design. The present chapter provides an overview of the purpose statement, the rationale for utilising a quantitative approach, and the sampling frame. This section delineates the author's responsibilities as a researcher, outlines the procedures for data collection and analysis, discusses data management, and provides an overview of prospective analysis.

Amaratunga et al. (2002) stated simply, qualitative research, quantitative research, and mixed techniques of research are the 3 primary approaches that academics choose while carrying out their investigations. According to (Xia & Chaipoo Pirutana, 2020) found that the outcomes of the study are impacted by the research approach that was used. The quantitative methodology is the kind of research strategy that is most suited for this particular study. The primary inquiry that directed this investigation was: What is the influence of employee job satisfaction perceptions on employee loyalty in the Museum exhibition industry? A pertinent subsidiary inquiry is: What factors contribute to the formation of intention to stay? The formulation of the research inquiries was linked to the conceptual framework of Adams' Equity Theory (1963, 1965) and the literature review conducted for the investigation. The survey instrument was formulated in accordance with the primary research inquiry and was of a quantitative nature. The aforementioned proficiency and cognizance pertain to the subject matter under investigation, specifically, the impact of workers' outlooks on job contentment on their commitment to the organisation and intention to stay employed.

Quantitative research techniques are employed to ascertain the variables that impact the observed phenomena as perceived by the study participants. The utilisation of quantitative methods is deemed suitable for this research endeavour due to the study's objective of acquiring insight and comprehension via an extensive portrayal of employees' intention to stay. The process of quantitative research involves the researcher serving as the primary instrument for both collecting and analysing data through an inductive approach. The present investigation employed an inductive methodology to scrutinise the data, with the aim of identifying nascent themes, patterns, and concepts. The utilisation of quantitative methods is deemed suitable for this study as it aims to investigate the perspectives of employees regarding job performance, employee loyalty, job satisfaction, and intention to stay in the Museum exhibition industry.

Online surveys are a prevalent survey methodology that employs a systematic approach to gather data from a specific population by soliciting participants to complete questionnaires on the internet.

In recent years, numerous corporations have utilised the Internet as a tool to conduct diverse studies across the globe. Online surveys have emerged as a swifter alternative to traditional survey methods like paper and pencil techniques and face-to-face interviews, for gathering data from respondents, be it for market research or scientific research. Apart from this benefit, online surveys provide various other

advantages and benefits to individuals seeking to carry out a survey. Nevertheless, it is imperative to contemplate both the advantages and drawbacks of utilising online survey techniques.

The Internet is a vast digital realm that facilitates global connectivity among diverse individuals. Due to this rationale, an online survey that necessitates a hundred or more participants can be executed at a much quicker pace. Surveys have the potential to be expeditiously deployed and satisfactorily completed by respondents, particularly when incentivized for their involvement.

Online surveys allow respondents to provide their answers to the questionnaire through the use of an Internet connection and typing in their responses. The survey responses are automatically stored in the database, which facilitates data processing and minimises the likelihood of data errors. Online surveys provide respondents with optimal convenience, as they are able to complete the questionnaire at their own discretion, according to their preferred pace, timing, and personal preferences. The researcher designs a 5-point Likert scale for the question, which 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

The present study employed a quantitative approach to investigate a specific organisation situated in S company of museum exhibition industry in China, with a focus on its population and setting. The study's sample comprised of individuals who fulfilled the established criteria and possessed the necessary qualifications. Additionally, they had accrued a minimum of 1 year of work experience within the organisation and demonstrated satisfactory job performance. The objective is to retain the employees who are involved in the organisation until the point of saturation. The population of S company has 355 workers. Thus, based on the formula, the study was designed to have a sample size at least about 185 individuals from museum exhibition industry in China based on the formula.

The data obtained from the study has the potential to assist management in enhancing their decision-making process, thereby increasing the efficacy of their retention strategies. The selection of participants from an existing employee list or database was authorised by management or HR through the acquisition of appropriate permissions. The present study will employ a quantitative approach, utilising a sample that is representative of the population. The unit of analysis will be individual employees selected for inclusion in the sample. The questionnaire will be completed by selected employees within the organisation on an individual basis. The selection of participants is based on their experience and perceptions of employee loyalty and job satisfaction in relation to intention to stay. The individuals taking part in the study are duly notified that their identities and any other personal details will be maintained in a confidential manner. Following the conclusion of the research, the subjects are furnished with a synopsis of the investigation. The organisation made attempts to achieve a workforce that is balanced in terms of demographics, including individuals in supervisory and managerial positions in the museum exhibition industry. The study's participants comprise adult employees of both genders who have served the organisation for a minimum of 1 year and have demonstrated performance in the workplace. The selection of participants is aimed at ensuring affirmative action and equal opportunity for all.

The investigators anticipate employing a web-based platform for disseminating the survey. A hyperlink was additionally dispatched to prospective respondents, soliciting their involvement in the study and prompting them to complete the survey. The study participants were selected based on the online questionnaire responses and their adherence to the predetermined criteria and category modifications.

From this study, the researchers collected the data from the February of 10 to middle of March. The act of collecting and analysing data involves the systematic and structured gathering of information pertaining to pertinent variables. This is done with the aim of addressing specific research inquiries, testing hypotheses, and assessing outcomes. The acquisition of primary data is widely recognised as a resource-intensive and time-consuming endeavour. The primary methodologies employed for data collection include observations, interviews, questionnaires, timelines, and surveys. For this study, the researchers used the questionnaire to study. The phrase "data collection instruments" pertains to the apparatus or devices utilised for gathering data, including physical questionnaires or software for computer-aided interviews. The researchers wanted to use the online platform to collect the data. The researchers have used the Wenjuanxing to collect the data. This application is to help the researchers to build online questionnaires

then, the researchers only need to send the link to other social platforms to collect the data. In this study, we send this link to the Wechat group to collect the data, and the time of the collection is about 20 days.

The present study aimed to investigate the impact of employee loyalty, job satisfaction, job performance, and intention to stay through empirical analysis. The aforementioned study will provide a description of its research hypotheses. A quantitative methodology was employed to attain the study's objectives. The methodology employed in this study involves the collection of pertinent data and the application of statistical analysis to examine the proposed relationships, with the aim of deriving significant findings, conclusions, and implications. The survey instrument utilised in this investigation comprised of measurement items that were sourced from prior scholarly research. The aforementioned items have undergone validation and have been utilised in prior empirical research, demonstrating their reliability. The present investigation involved slight modifications to the aforementioned items in order to align with the criteria of the intention to stay employed within the organisation.

The questionnaire presented in this study outlines the measurement items employed. The present investigation will employ the widely-used 5-point Likert scale methodology to gather pertinent empirical information. In order to evaluate the hypotheses posited in this study, an online-based self-administered questionnaire was employed to gather empirical data. Due to the high response rate typically observed among individuals in this region, an online survey may be a more suitable option compared to a non-digital questionnaire.

The proposed model was analysed using the SEM model. The proposed research model was evaluated using software. The study assessed the discriminant validity of the model structure using a widely accepted approach. The results indicated that the reliability of the technique provided important evidence of validity, suggesting that the structures are distinct and unrelated to each other. The findings demonstrated high confidence in the availability of data obtained from this study, which can be used for further statistical evaluations, such as hypothesis testing.

Results and discussion

From the study, the researchers based on the formula to collect about 185 valid data from this research in S company of museum. From the **Table 1**, we have found that there are 86 male who attended this research, and there are 99 female who also filled the questionnaire. We have also found that the most frequently for age is between 31 to 40 which is 81. Then, the age of 41 to 50 is on the second place which is 52. Then, there are 21 to 30, 51 or more and 20 or less which are 28, 22, 2, respectively. We have found that most of the people who earned the money in the range of \$50,000 or more. Then, followed by the range of \$20,000 or less, \$20,000 to \$30,000, \$30,001 to \$40,000 is 50,392,222, respectively.

Table 1 The demographic of S company.

Demographic		Frequency	Valid percent	Cumulative percent
Gender	Male	86	46.5	46.5
	Female	99	53.5	100.0
Age	18 - 29 years	2	1.081	1.081
	30 - 39 years	28	15.135	16.216
	40 - 49 years	81	43.78	60.00
	50 years or more	74	39.99	100.0
Income	\$20,000 or less	50	27.027	27.027
	\$20,001 to \$30,000	39	21.081	48.108
	\$30,001 to \$40,000	22	11.892	60.00
	\$40,001 to \$50,000	22	11.892	71.892
	\$50,001 or more	52	28.108	100.0

Table 2 The result of the reliability test.

Variable	Cronbach's	AVE	Level of significance
Organizational justice	0.833	0.523	Strong
Job performance	0.899	0.567	Strong
Job satisfaction	0.892	0.582	Strong
Employee loyalty	0.901	0.543	Very strong

From the reliability test (**Table 2**), the researchers have found that organizational justice is 0.833, which has a strong reliability. Moreover, the job performance, and job satisfaction also have strong reliability which are 0.899, and 0.892 respectively. Last, the researchers have found that the employee loyalty has the strongest reliability in our research. Thus, we found that all the variables can be used in this study due to the value over 0.6. During the study, the researchers have adopted the questionnaires from other researchers (Moorman, 1991; Colquitt, 2001). Thus, the researcher would like to check the CFA first before we continue to test the SEM model. Based on the result showed on **Table 3**.

Table 3 Model fit of employee loyalty in S company.

Model	X ²	df	p
Baseline model	2,353.412	91	
Factor model	186.527	71	< 0.001

The researchers have found that the chi-square/df is greater than 2, it indicates that the model fits. Moreover, the researchers also checked the factor loading in this research. The researchers have found that all the items of factor loading are more than 0.6 which it means that they have a good result (see **Table 4**). Thus, we conclude that all the items of factor will be kept in this study.

Table 4 The factor loadings of each items.

Factor	Indicator symbol	estimate	Std. Error	z-value	p	95% Confidence interval	
						Lower	Upper
organizational justice	OJ1	λ_{11}	0.695	0.051	13.739 < 0.001	0.596	0.794
	OJ2	λ_{12}	0.668	0.056	11.893 < 0.001	0.558	0.778
	OJ3	λ_{13}	0.639	0.056	11.434 < 0.001	0.530	0.749
job performance	JP1	λ_{21}	0.633	0.052	12.276 < 0.001	0.532	0.734
	JP2	λ_{22}	0.710	0.050	14.243 < 0.001	0.612	0.808
	JP3	λ_{23}	0.648	0.049	13.324 < 0.001	0.553	0.743
	JP4	λ_{24}	0.734	0.049	14.887 < 0.001	0.637	0.831
job satisfaction	JS1	λ_{31}	0.722	0.052	13.882 < 0.001	0.620	0.824
	JS2	λ_{32}	0.820	0.053	15.562 < 0.001	0.717	0.924
	JS3	λ_{33}	0.766	0.055	13.856 < 0.001	0.658	0.875
employee loyalty	EL1	λ_{41}	0.818	0.064	12.735 < 0.001	0.692	0.944
	EL2	λ_{42}	0.737	0.050	14.709 < 0.001	0.638	0.835
	EL3	λ_{43}	0.738	0.048	15.485 < 0.001	0.644	0.831
	EL4	λ_{44}	0.648	0.047	13.744 < 0.001	0.556	0.740

The researchers have found that CFI is 0.949 which is more than 0.9. The TLI is 0.935 which is also more than 0.9. The NNFI, NFI are more than 0.9 which are 0.935, 0.921 respectively. Moreover, the researchers also checked the RMSEA which is 0.078 which is less than 0.1. GFI is 0.922 which is more than 0.9 (see **Table 5**). Thus, we found that all the metrics meet the requirements. Thus, we can find that the model has a good model fit.

Table 5 Additional fit measures.

Index	Value
Comparative Fit Index (CFI)	0.949
Tucker-Lewis Index (TLI)	0.935
Bentler-Bonett Non-normed Fit Index (NNFI)	0.935
Bentler-Bonett Normed Fit Index (NFI)	0.921
Parsimony Normed Fit Index (PNFI)	0.718
Bollen's Relative Fit Index (RFI)	0.898
Bollen's Incremental Fit Index (IFI)	0.949
Relative Noncentrality Index (RNI)	0.949
Root mean square error of approximation (RMSEA)	0.094
Goodness of fit index (GFI)	0.922

The researchers also test the regression coefficients to get the result of hypothesis (**Table 6**).

Table 6 The result of hypothesis test.

Regression coefficients							
95 % Confidence interval							
Predictor	Outcome	β coefficients	Std. Error	z-value	p	Lower	Upper
Job performance	Employee loyalty	0.125	0.206	1.769	0.017	0.439	0.768
Organizational justice	Employee loyalty	0.674	0.327	1.156	< 0.001	0.220	0.263
Job satisfaction	Employee loyalty	0.824	0.149	6.449	< 0.001	0.670	1.255
Organizational justice	Job performance	0.611	0.061	18.264	< 0.001	0.992	1.230
	Job satisfaction	0.712	0.058	17.565	< 0.001	0.900	1.126

For the study, the researchers have built 4 hypotheses based on the literature review. The hypothesis are followed by below:

H1: Organization justice has a positive influence on job performance in Museum exhibition industry

H2: Organization justice has a positive influence on job satisfaction in Museum exhibition industry

H3: Organizational justice, job performance, and job satisfaction has a positive influence on employee's loyalty in Museum exhibition industry

H4: Job performance and job satisfaction serve as mediators in the relationship between organizational justice and employee loyalty in the museum exhibition industry.

In this research, the researchers have found that job performance has a positive influence on the job satisfaction in Museum exhibition industry because the p -value is less than 5 %. Moreover, the researchers also found that organization justice has a positive influence on job satisfaction in Museum exhibition industry. That's because the p -value is less than 5 %. Besides, organizational justice, job performance, and job satisfaction has a positive influence on employee's loyalty in Museum exhibition industry due to the p -value less than 5 %.

Table 7 Test of job performance as a mediator has a positive influence on the organizational justice and employee loyalty.

Direct effects						
					95 % Confidence interval	
	Estimate	Std. Error	z-value	p	Lower	Upper
OJ → EL	0.164	0.064	2.583	0.010	0.040	0.289
Indirect effects						
OJ → JP → EL	0.556	0.060	9.234	< 0.001	0.438	0.674
Total effects						
OJ → EL	0.720	0.058	12.366	< 0.001	0.606	0.834

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

From these **Table 7**, using the bootstrap confidence intervals, we may conclude that there is mediation in this model: The 95 % CI of the indirect effect is (0.438, 0.674), which does not include 0. Another interesting observation is that the direct effect of laissez faire on independence is actually positive, and the total effect is positive. Thus, we can conclude that the job performance as a mediator has a positive influence on the organizational justice and employee loyalty.

Table 8 Test of job satisfaction as a mediator has a positive influence on organizational justice and employee loyalty.

Direct effects						
					95 % Confidence interval	
	Estimate	Std. Error	z-value	p	Lower	Upper
OJ → EL	0.188	0.044	4.249	< 0.001	0.101	0.275
Indirect effects						
OJ → JS → EL	0.532	0.055	9.673	< 0.001	0.424	0.640
Total effects						
OJ → EL	0.720	0.058	12.366	< .001	0.606	0.834

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

From **Table 8**, using the bootstrap confidence intervals, we may conclude that there is mediation in this model: the 95 % CI of the indirect effect is (0.424, 0.640), which does not include 0. Another interesting observation is that the direct effect of laissez faire on independence is actually positive, and the total effect is positive. Thus, we can conclude that the job satisfaction as a mediator has a positive influence on the organizational justice and employee loyalty.

Conclusions

Based on the study, the researchers have found that the organizational justice has a positive influence on the job performance. The result showed that the p -value is less than 5 % which it means that the organizational justice is significant on the job performance in the S company of museum industry in China. The researchers have found that the organizational justice has a positive influence on the job satisfaction. The result showed that the p -value is less than 5 % which it means that the organizational justice is significant on the job satisfaction in the S company of museum industry in China. The researchers have found that the organizational justice, job performance, and job satisfaction has a positive influence on the employee loyalty. The result showed that the p -value is less than 5 % which it means that the organizational justice, job performance, and job satisfaction is significant on the employee loyalty in the S company of museum industry in China. The researchers have found that the job performance and job satisfaction serve as mediators in the relationship between organizational justice and employee loyalty. The result showed that the p -value is less than 5 % which it means that the job performance and job satisfaction as mediators are positive significant on the organizational justice and employee loyalty in the S company of museum industry in China.

For the result, we have found that organizational justice has a positive influence on the job performance in the S museum industry. A high staff turnover rate, sometimes interpreted as a lack of organizational justice, has been noticed by both practitioners and academics in the hotel industry (Deloitte, 2010). Thus, we have found that organizational justice is quite important in our study which influences on the job performance who are working in the S museum company. According to studies, hotel workers were sensitive to financial compensation, and in certain cases, it was the most significant component in job performance. Moncarz et al. (2009) found that recruiting and promotion practices affect employee job performance. Social and emotional elements of organizational justice influence hotel job performance. Financial remuneration is one of the main considerations. According to Becker (2002), a person's commitment to management and, more significantly, the work group determines job satisfaction and loyalty. Ineson et al. (2013) found that supportive management and a sense of belonging to the company affect employee job performance. Thus, the organizational justice influences on the job performance which is the key to HR to study.

For the result, we have found that the organizational justice has a positive influence on the job satisfaction. Most research have focused on the strong relationship between work satisfaction and employee turnover. Job satisfaction can be affected by several factors, but the research sample comprised full-time MIS workers, food service managers, and restaurant managers, and organizational justice. Despite Iverson and Deery's (1997) study finding no correlation between job satisfaction and organizational justice to quit, job-related satisfaction is a predictor of employee turnover. Book et al. (2019) was the first one to support the comprehensive model that is based on leader-member exchange theory (Gerstner & Day, 1997; Kahn, 1990) model of engagement. It also incorporates age as a moderator and has been empirically tested among hospitality employees to measure the relationship between leader satisfaction, engagement, loyalty, and intention to stay in the Museum exhibition industry. As a result, this study focusses on the organizational justice on the job satisfaction. This research presents museum with a framework and specific recommendations that they may follow in their human resource management practises in order to produce positive organisational results as a direct result of their efforts.

For the result, we have found that the job performance and job satisfaction serve as mediators in the relationship between organizational justice and employee loyalty. Organizational performance, and job satisfaction is crucial to employee loyalty. Loyal employees perform better because they have a comprehensive view. They work because it lets them pursue their passions, not because of the salary or obligations. According to Elegido (2013), an organization's performance increases work loyalty among its leaders. Work performance affects employee loyalty positively and uniquely. Brown et al. (2011) investigated employee loyalty and work performance. This study used 2004 UK workplace data to find that job performance benefits loyal workers. Work performance affects employee loyalty, one study found.

Employee job satisfaction was found to affect employee loyalty, work performance, and business growth and stability. Meeting employees' needs keeps them loyal. Job satisfaction directly affects turnover.

To conclude, employees are more loyal to a company that offers training and professional advancement. Job satisfaction rises with employee loyalty. This allows all employees to participate to the company's success, increasing pleasure and loyalty. Khuong & Tien (2013) examined employee loyalty and job satisfaction empirically. Javed et al. (2014) also found a positive association between employee loyalty and work satisfaction, with a t -value of 0.415 and a p -value of 0.000. Job satisfaction affects employee loyalty more than 41 %. Thus, the researchers have found that the job performance and job satisfaction serve as mediators in the relationship between organizational justice and employee loyalty.

Jehanzeb and Mohanty (2020) found that job performance as a mediator in the relationship of organizational justice and has a positive influence in the workplace. Moreover, organizational justices stand out as a pivotal determinant influencing multifarious outcomes within the workplace, with a particular emphasis on its impact on employee loyalty. This literature review aims to delve into the nuanced mediating roles played by job performance and job satisfaction in configuring the intricate relationship between organizational justice and employee loyalty. Raza et al. (2023) stated that the conceptualization of organizational justice is broad, encapsulating distributive, procedural, and interactional justice, and has consistently exhibited correlations with employee loyalty. When employees perceive a sense of fairness prevailing in their work environment, they are more prone to cultivating a steadfast loyalty towards the organization.

Bizri et al. (2021) found that in the dynamics of the organizational justice-employee loyalty nexus, job performance emerges as a pivotal mediator. Scholars posit that equitable treatment within the organizational context exerts a positive influence on employees' commitment and engagement, consequently augmenting their job performance. Dhir et al. (2020) also found that elevated job performance, in turn, becomes a contributing factor to heightened levels of employee loyalty.

Based on the conclusion and discussion, the researchers suggest that creating a good environment for the customers to stay in the museum exhibition industry is quite important. As the employees work in this industry, they want to be happy with their job.

First, job satisfaction is one of the most important factors influence on the employee loyalty. The enterprise's significance stems from its involvement in the sphere of museum displays. The findings of this study are beneficial to museum exhibiting enterprises. Organizations may enhance employee retention rates, foster a healthy work environment, and develop corporate culture by understanding how museum display employees perceive their own performance, happiness, and loyalty on the job. Furthermore, the loyalty of present employees is critical to the long-term viability of any organization.

Second, this study aids firms in their employee loyalty by demonstrating what encourages employees to stay in the museum display industry. Raising the number of employees who desire to stay helps a firm retain its experienced and skilled workers. Thus, for the researchers, they should pay much attention to their employee satisfaction. Improving the customers' satisfaction is beneficial for the organization or companies to keep their workers to stay and even more to build loyalty in their companies.

Third, it also has the potential to contribute to the long-term success of museum display enterprises. Employees that are committed to the firm and its vision assist it to remain competitive, attract top talent, and establish credibility in the marketplace. By cultivating a more positive organizational justice, organizations may boost their long-term sustainability and response to altering market requirements.

Furthermore, if employees are pleased with their work in the museum exhibition sector, they are more likely to trust and loyalty in that field. As a consequence, how to promote job satisfaction for employees is very significant and required.

Last, high operational expenditures, bankruptcy, negative profit margins, and a lack of financial liquidity are all indicators of company losses. However, if an issue has been detected, research can help decrease or eliminate losses entirely. Employees' desires and needs may be better recognized and satisfied through service delivery through research, which supports economic growth. However, in order to get better results for corporate growth, the sample size of each research must be chosen by the most effective data collection method.

It has provided high-quality services and made positive contributions to the development and innovation of cultural and museum undertakings. Since the release of Covid-19, the museum exhibition

sector has reduced its workforce. The retention rate of museum exhibition sector staff is something that has to be studied throughout time periods. Kampkotter et al. (2016) argues that unfair evaluations of employee performance might be a source of tension for upper-level management. The question at hand, as posed by (Swanepoel et al., 2014), is whether or whether workers and managers are in agreement that evaluations often fail to accurately reflect workers' actual levels of competence and productivity. This case study is justified by the fact that employers have difficulty understanding how employees feel about the appraisal process.

There is an urgent need to build a thorough performance evaluation system due to the lack of research on workers' opinions of performance evaluations and job satisfaction. Previous studies have been conducted on professionals. Furthermore, there is a dearth of literature that addresses the topic of staff loyalty in the field of museum exhibitions. Accordingly, the studies analyzed how workers' perceptions of their own job performance influenced their levels of happiness at work and their likelihood of remaining in the museum exhibition field.

One problem with this study is that only 185 people are expected to take part. Also, this researcher uses surveys made by other researchers as a guide. To make sure the data is more accurate and to cut down on mistakes, the experts should study in more population. So, it's important to find a good place to gather the information. But for this study, the experts would like to pick the people who take the poll by chance. The information gathered in the field correctly matches the real situation so that all organizations can be informed after the analysis. This is also a limitation of the study because it makes it harder to generalize. The reason for this is that self-reported data is thought to have problems with its reliability, which makes it hard for the study to reach its goal of coming up with an alternative way to measure success.

Also, the experts want to look into a number of factors that affect whether or not someone wants to stay in the museum business. But there are still a lot of other things that could affect the decision to stay. In the future, researchers may do more studies to test the impact factors.

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