

ORGANISATIONAL FACTORS AFFECTING JOB
SATISFACTION AMONG HYPERMARKET
EMPLOYEES IN THE RETAIL INDUSTRY

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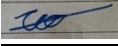

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- (3) Equal contribution has been made by each group member in completing the FYP.
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DEDICATION

This research is dedicated to our beloved parents, who have given full support and motivation to us throughout our study. They are the ones who inspire us to do our best and they will be by our side offering any assistance and resources they can. Besides, encouragement and assistance from our siblings, friends, relatives, and mentor is truly important to us.

TABLE OF CONTENTS

Copyright.....	ii
DECLARATION.....	iii
ACKNOWLEDGEMENT.....	iv
DEDICATION.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	ix
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS.....	xii
LIST OF APPENDICES.....	xiii
PREFACE.....	xiv
ABSTRACT.....	xv
CHAPTER 1: INTRODUCTION.....	1
1.0 Introduction	1
1.1 Research Background.....	1
1.2 Problem Statement	8
1.3 Research Objectives	11
1.3.1 General Objective	11
1.3.2 Specific Objectives	11
1.4 Research Questions	12
1.4.1 General Research Question	12
1.4.2 Specific Research Questions	12
1.5 Hypotheses of the Study.....	13
1.6 Significance of the Study	14
1.7 Chapter Layout.....	15
1.8 Chapter Summary.....	16
CHAPTER 2: LITERATURE REVIEW	17
2.0 Introduction	17
2.1 Underlying Theories.....	17
2.1.1 Maslow’s Hierarchy of Needs	17
2.1.2 Herzberg’s Two-Factor Theory	19
2.2 Review of the Literature.....	21
2.2.1 Direct Compensation	21

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

2.2.2 Job Security	24
2.2.3 Perceived Organizational Support	26
2.2.4 Psychological Empowerment	29
2.2.5 Job Satisfaction	30
2.3 Proposed Conceptual Framework	32
2.4 Hypotheses Development.....	34
2.4.1 Relationship between Direct Compensation and Job Satisfaction	34
2.4.2 Relationship between Job Security and Job Satisfaction.....	36
2.4.3 Relationship between Perceived Organizational Support and Job Satisfaction	37
2.4.4 Relationship between Perceived Organizational Support and Job Satisfaction: Mediating Role of Psychological Empowerment	39
2.5 Conclusion.....	42
CHAPTER 3: RESEARCH METHODOLOGY	43
3.0 Introduction	43
3.1 Research Design.....	43
3.2 Data Collection Method	44
3.2.1 Primary Data.....	44
3.3 Sampling Design	45
3.3.1 Target Population	45
3.3.2 Sampling Frame and Sampling Location	46
3.3.3 Sampling Elements	46
3.3.4 Sampling Technique	47
3.3.5 Sampling Size	48
3.4 Research Instrument.....	50
3.4.1 Questionnaire Design	50
3.4.2 Pilot Study	51
3.5 Construct Measurement.....	51
3.5.1 Origin of Construct Measurement	52
3.5.2 Scale of Measurement	53
3.6 Data Processing	56
3.6.1 Data Checking	57
3.6.2 Data Editing	57
3.6.3 Data Coding	57
3.6.4 Data Transcribing	58

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

3.7 Data Analysis	58
3.7.1 Descriptive Analysis.....	59
3.7.2 Reliability Analysis	59
3.7.3 Inferential Analysis.....	61
3.8 Chapter Summary.....	64
CHAPTER 4: DATA ANALYSIS	65
4.0 Introduction	65
4.1 Descriptive Analysis	65
4.1.1 Respondent Demographic Profile.....	65
4.1.2 Central Tendencies Measurement of Constructs	71
4.2 Scale Measurement	75
4.2.1 Reliability Analysis	75
4.3 Inferential Analysis	76
4.3.1 Pearson’s Correlation Analysis	76
4.3.2 Multiple Linear Regression Analysis	78
4.3.3 Mediation Analysis.....	81
4.4 Conclusion.....	83
CHAPTER 5: DISCUSSION, CONCLUSION AND	84
IMPLICATIONS	84
5.0 Introduction	84
5.1 Discussions of Major Findings.....	85
5.1.1 Direct Compensation and Job Satisfaction	85
5.1.2 Job Security and Job Satisfaction	86
5.1.3 Perceived Organizational Support and Job Satisfaction.....	87
5.1.4 Perceived Organizational Support and Job Satisfaction mediated by Psychological Empowerment	88
5.2 Implications of the Study	89
5.2.1 Theoretical Implications	89
5.2.2 Practical Implications	90
5.3 Limitations of the Study	92
5.4 Recommendations for Future Research	94
5.5 Conclusions	95
References.....	96
Appendices.....	113

LIST OF TABLES

	Page
Table 2.3: Dimensions of typology of compensation fulfillment	23
Table 3.1: Target Population	46
Table 3.2: Section A – Demographic Variables	52
Table 3.3: Section B – Dependent variable, Independent variables, and Mediating Variable	52
Table 3.4: Questionnaire Design with Interval Scale	56
Table 3.5 Coefficient Alpha	60
Table 3.6 Reliability Analysis Result for Pilot Study	60
Table 3.7 Pearson Correlation Coefficient	61
Table 4.1: Respondent’s Age Statistic	66
Table 4.2: Respondent’s Gender Statistic	67
Table 4.3: Respondent’s Education Level Statistic	68
Table 4.4: Respondent’s Employment Year Statistic	69
Table 4.5: Respondent’s Nationality Statistic	70
Table 4.6: Central Tendencies Measurement for Job Satisfaction	71
Table 4.7: Central Tendencies Measurement for Direct Compensation	72
Table 4.8: Central Tendencies Measurement for Job Security	73
Table 4.9: Central Tendencies Measurement for Perceived Organizational Support	74
Table 4.10: Central Tendencies Measurement for Psychological	

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Empowerment	75
Table 4.11: Reliability Analysis Result in Full Study	76
Table 4.12: Pearson's Correlation Coefficient	77
Table 4.13: Model Summary	78
Table 4.14: ANOVA	79
Table 4.15: Coefficients	79
Table 4.16: Mediation Analysis PROCESS Macro (POS & JS)	82
Table 5.1: Summary Finding of Hypotheses Testing	85

LIST OF FIGURES

	Page
Figure 1.1: Statistic of Job Satisfaction Based on Industry	4
Figure 1.2: Statistic of GDP annual percentages change in Malaysia (1999-2022)	5
Figure 1.3: Statistic of Economic structure by state and kind of economic activity in Malaysia (2022)	6
Figure 2.1: Maslow's Hierarchy of Need	18
Figure 2.2: Herzberg's Two-Factor Theory	20
Figure 2.3: Proposed Conceptual Framework	32
Figure 3.1: Sample Size Determination Using G Power	49
Figure 3.2: Sample Size Determination based on Green (1991) Table	49
Figure 3.3: Model 4 proposed by Hayes	63
Figure 4.1: Respondent's Age	66
Figure 4.2: Respondent's Gender	67
Figure 4.3: Respondent's Education Level	68
Figure 4.4: Respondent's Employment Year	69
Figure 4.5: Respondent's Nationality	70

LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
JS	Job Satisfaction
POS	Perceived Organizational Support
SPSS	Statistical Package for the Social Sciences
UTAR	Universiti Tunku Abdul Rahman

LIST OF APPENDICES

	Page
Appendix A: Questionnaire	113
Appendix B: Survey Ethical Clearance Letter	119
Appendix C: Reliability Test Results for Pilot Study (SPSS)	120
Appendix D: Descriptive Analysis in Full Study	123
Appendix E: Reliability Test Results for Full Study	126
Appendix F: Pearson's Correlation Analysis	129
Appendix G: Multiple Regression Analysis	129
Appendix H: Mediation Analysis (PROCESS Macro)	130

PREFACE

This final year project is a required subject that all Bachelor of Business Administration (HONS) students must complete prior to receiving their bachelor's degrees. Our topic for this research is "Organisational factors affecting job satisfaction among hypermarket employees in the retail industry".

Job satisfaction is crucial in various aspects. Regardless of their job title and compensation, people who express high levels of job satisfaction tend to exhibit higher rates of productivity. Ensuring the satisfaction and safety of employees can have favorable outcomes for both the company and its workforce. In this research, we focused on the retail industry, which among the hypermarket employees in the five largest chains of hypermarkets (Lotus's, Giant Hypermarket (GCH Retail), AEON BIG, Mydin, and Econsave) in Malaysia. This research aims to examine factors that affect job satisfaction among these hypermarket employees in the retail industry in Malaysia.

Besides, this research seeks to offer a better insight on how the organisational factors influence hypermarket employees' job satisfaction in the retail industry. We had discovered three independent variables (Direct Compensation, Job Security, Perceived Organizational Support) that have a significant relationship with dependent variable (Job Satisfaction). In addition, we have included a mediating variable (Psychological Empowerment) to improve the relationship between Perceived Organizational Support and Job Satisfaction.

ABSTRACT

This research will examine the “Organisational factors affecting job satisfaction among hypermarket employees in the retail industry”. The relationship between Direct Compensation, Job Security, and Perceived Organisational Support factors with Job Satisfaction are investigated. In this study, SPSS (Statistical Package for The Social Sciences) version 27 will be used to run the data analysis including descriptive analysis, reliability analysis, and inferential analysis such as Pearson’s Correlation Analysis and Multiple Regression Analysis) to test the relationships between independent variables and dependent variable. Besides, PROCESS v4.2 is used to run the data analysis for testing the mediating variable.

Hypermarket employees who working in Lotus’s, Giant Hypermarket (GCH Retail), AEON BIG, Mydin, and Econsave located in Malaysia will be our target respondents. Questionnaires were distributed through snowball sampling method and 150 responses were collected. Furthermore, the analysis proved that there is significant relationship between the independent variables (Direct Compensation, Job Security, Perceived Organizational Support) and dependent variable (Job Satisfaction. For mediating variable (Psychological Empowerment), also shown there is a significant relationship between perceived organizational support and job satisfaction which is mediated by psychological empowerment.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This research article sought to study the variables influencing job satisfaction among hypermarket employees in the retail industry.

The first chapter gives an outline of the research history surrounding the investigate topic, including a detailed explanation of the problem statement. In addition, it covered the research questions, objectives, hypothesis test, study significance, and chapter arrangement. The conclusion will give a summary of the chapter's content.

1.1 Research Background

In today's contemporary culture and economy, employee job satisfaction is one of the most crucial parts in establishing a successful firm. Employee job satisfaction is crucial to a company's success, profitability, sustainability, and consistency (Chung & Rashad, 2014). As a result, it is essential for a company to cultivate an effective module to sustain a high degree of job satisfaction among its workforces.

Job satisfaction is essential to the development of any business that provides a service. Work satisfaction relates to an individual's general emotional attitude

toward their job duties (Zhu, 2012). Job satisfaction is one of the most researched notions in organizational sciences. Work satisfaction is one of the most highly contested subjects in organizational behavior and human resource management. For example, work satisfaction has been defined as a positive emotional state resulting from the belief that one's work contributes to or promotes the achievement of one's job value (Karta, 2017). Job satisfaction is the degree of happiness derived from the occupation itself, including a feeling of accomplishment, progress, self-esteem, independence, and control. The major sources of discontent include corporate policy, management, relationship with the employer, working environment, compensation, and relationships with co-workers (Aziri, 2011). According to Sarker & Ashrafi (2018), accomplishment, recognition, responsibilities, work itself, progression, and personal development are among the factors that contribute to job satisfaction. It is ascertained that the indicators of employee satisfaction are compensation and recognition (including income and perks), career progression, promotional opportunities, workplace environment (including personal security), command structure, correlation with supervisor or manager, correlation with colleague, anxiety and tension, task significance and job characteristics, empowerment, mentoring and progression, responses, decentralized decision making, expertise and information exchange, and organizational commitment.

However, if company personnel are not contented, they cannot impress potential external consumers. In the retail business, employees have a direct commitment to the customer connection, which is a significant contributor to a firm's success. Salesforce interacts directly with customers, thus their attitudes, techniques, and behavior toward clients will disclose if clients will be loyal to the staff. According to Rahman, Akhter, & Khan (2017), companies constantly invest millions in recruiting, training, and remunerating their company employees so that they are deeply inspired and revitalized to achieve solid, and eventually extended degrees of gains for the corporation. By devoting meticulous attention, effort, and time to the workplace environment, businesses may play a crucial role in raising the job satisfaction of their workers and boosting their productivity for profit. Furthermore, Rahman et al. (2017) stated that if workers are content with their positions, their performance will rise, and even if they would like to remain with the organization,

lesser turnover will result in cheaper recruiting costs, which will have a direct influence on the company's profitability. Thus, firms primarily focus on their personnel to increase productivity and profitability.

On the other hand, dissatisfied employees are seen as less productive and more inclined to quit their positions. Employees' conflicts, particularly with their supervisor, are common in many firms, making manager and peer interactions the primary influencers of work satisfaction. Top management confines them to their jobs in addition to establishing a feeling of responsibility across workers by promoting team works to achieve high performance, causing them to feel uncomfortable and unwilling to discuss beneficial and creative ideas with their supervisors or management (Jalagat, 2018). Higher sales force administration costs, absenteeism, and turnover rates are the result of a common, dissatisfied, and unmotivated sales staff. Human Resources (HR) departments have an important role to play in preventing the loss of valuable employees by fostering a positive work environment. The negative effects of employee turnover intention on organizational effectiveness owing to poor levels of work satisfaction continue to be a major concern for human resources and business management (Al-Ali, Ameen, Isaac, Khalifa, & Shibami, 2019). Businesses that care more about their bottom line than their workers' happiness to be accountable for this trend. The dissatisfaction that might result from this emphasis could boost the percentage of anticipated staff turnover. Hence, the organization's valuable resources will be squandered on activities such as selection, recruitment, and training programs (Al-Ali et al., 2019).

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

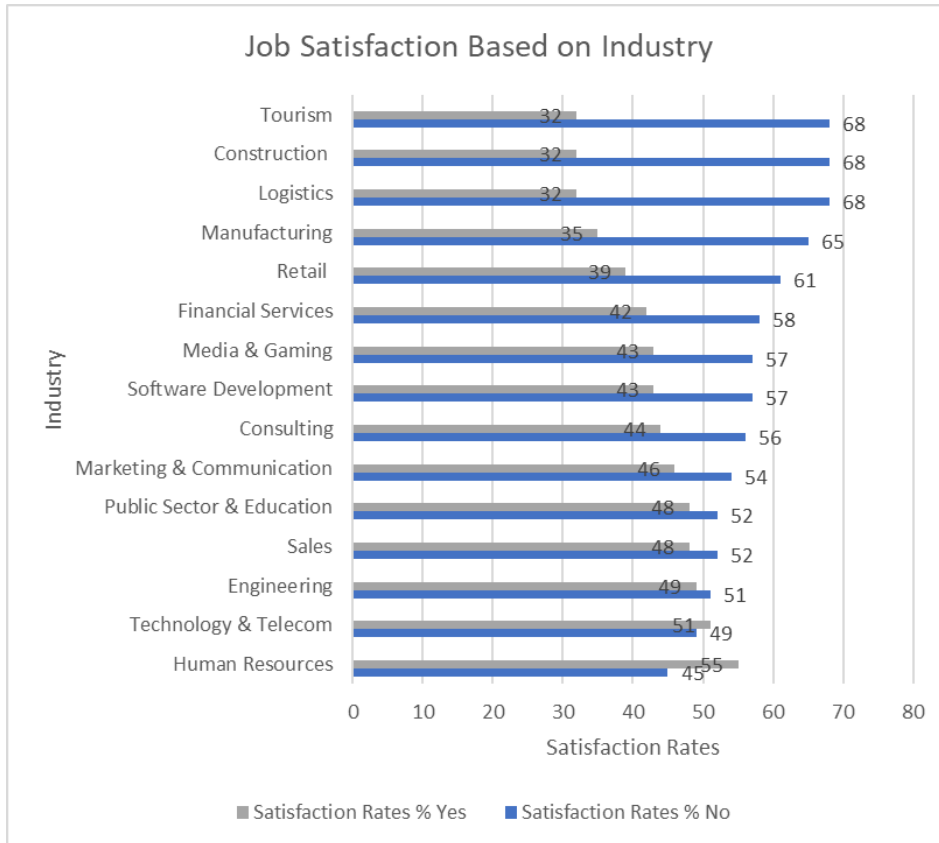


Figure 1.1: *Statistic of Job Satisfaction Based on Industry*

Source: Job satisfaction: A staff happiness breakdown by industry, country and company size (2016, October 11).

According to the salary comparison website Emolument.com, a study of professionals that examined industry-specific job satisfaction ratings was conducted. When asked whether employees enjoy their work, 57% of respondents responded negatively. This is often bad news for companies. Among the industries, only 39% are satisfied with their job while the remaining 61% of retail employees respond that they did not like their job (Terrelonge, 2016). (See Figure 1.1)

The selling of products and services from one individual to the final consumer is referred to as retail. A retailer is a business that buys merchandise in bulk from producers or wholesalers and then sells them in smaller amounts to end users for a profit (Tiwali, 2021). In the retail industry, either brick-and-mortar stores or Internet marketplaces may be used. Auxiliary services, like transportation, are part of

retailing as well. Stores may be found in a complex, on a public retail strip, or even on a residential street with few or no residences. Online retailing, which is a kind of e-commerce utilized for business-to-consumer (B2C) transactions, and mail orders are examples of non-shop retailing. Simply put, shopping is the act of acquiring goods. This may be done for practical reasons, such as purchasing food and clothing, or it may be done for enjoyment (Tiwali, 2021).

Malaysia has a diverse economy with several main industries contributing to its economic growth. For examples, manufacturing, palm oil, tourism and hospitality and retail industry. These industries have a substantial impact on bolstering Malaysia's economic growth, creating employment opportunities, and attracting foreign investments. The government of Malaysia has adopted proactive strategies to foster and facilitate the expansion of these sectors, with the goal of stimulating economic development and fostering diversification.

The chart below shows the statistic of GDP annual percentages change in Malaysia from year 1999 until year 2022.

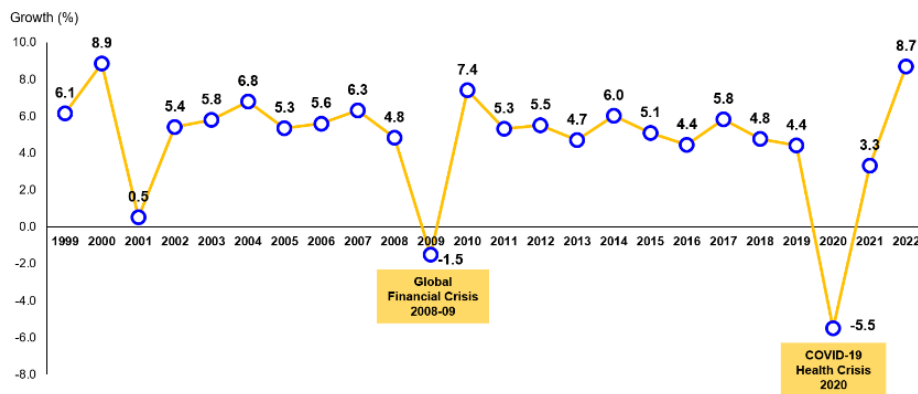


Figure 1.2: Statistic of GDP annual percentages change in Malaysia (1999-2022)

Source: Department of Statistics Malaysia Official Portal (2022).

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

By refer to Figure 1.2, in 2022, Malaysia's economy showed strong growth, expanding by 8.7% compared to a modest 3.3% in the previous year. This marked the best performance since 2000. The Services sector was the key driver of growth, growing by 10.9% (compared to 2.2% in 2021). The Manufacturing sector also performed well, growing by 8.1% (compared to 9.5% in 2021). The Construction sector experienced growth of 5.0% (compared to -5.1% in 2021). Both Services and Manufacturing sectors surpassed their pre-pandemic levels from 2019. Additionally, the Mining & quarrying sector grew by 2.6% (compared to 0.9% in 2021), and the Agriculture sector grew by 0.1% (compared to -0.1% in 2021).

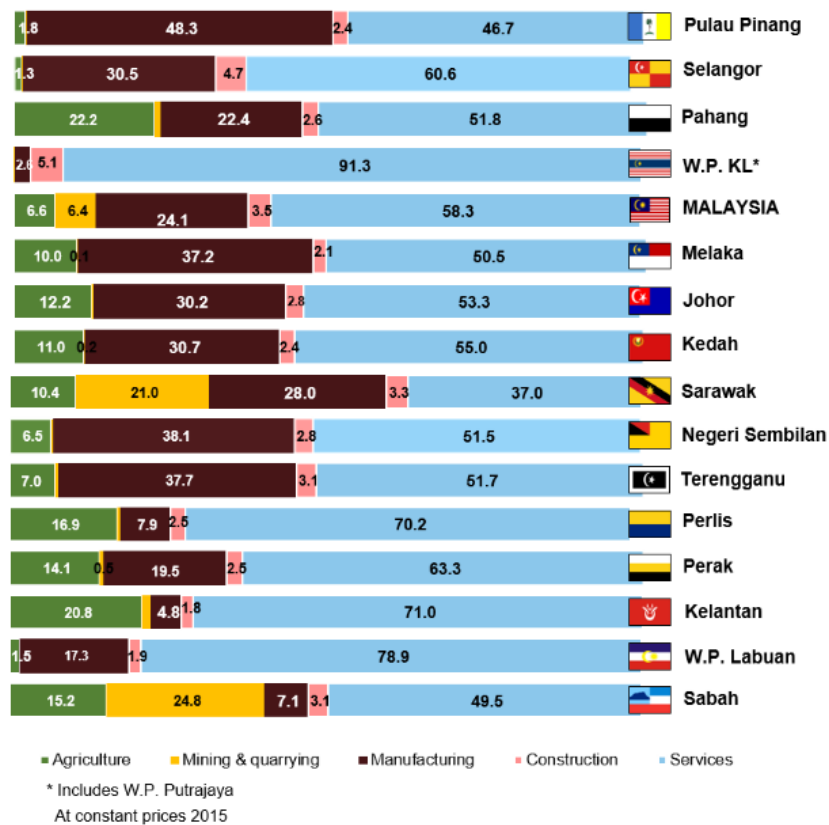


Figure 1.3: Statistic of Economic structure by state and kind of economic activity in Malaysia (2022)

Source: Department of Statistics Malaysia Official Portal (2022).

In 2022, the Services sector, which makes up a significant 58.3% of Malaysia's economy, experienced remarkable growth. It expanded by 10.9% compared to a modest 2.2% in the previous year. Tourism-related subsectors such as wholesale and retail commerce, transportation and storage, food and beverage, and lodging drove this expansion. It is clear that Malaysia's retail business has been one of the most central contributors to the country's gross domestic product (GDP) for decades.

The common types of retail in Malaysia are hypermarkets, shopping centres that accommodate specialty store, department stores such as Isetan, Parkson and Aeon and miscellaneous retail stores. In this research, we will focus on the hypermarket is one of the sub-sectors that contributed much to the economy. This is supported in accordance with the Malaysia Retail Report, which supermarket and hypermarket retail sub-sector expected to have a 3.9% growth rate in the first quarter of 2023 (Vishnu Devarajan, 2023). Hypermarkets are one-stop stores for customers since they provide a wider variety of goods and services. Most hypermarkets usually are between 80,000 and 200,000 square feet or even more (“Difference between,” 2023).

In Malaysia, employers are grappling with significant levels of voluntary turnover. For instance, in 2017 the voluntary turnover rate was 12.8%, exceeding the median of 10% observed throughout the major Asia-Pacific regions (GlobeNewswire, 2017). The continuous growth of the Malaysian labor market highlights the significant challenge of retaining employees, as indicated by the high turnover rates (Kadiresan, Wong, Arumugam, Rasu, & Theseira, 2019).

In our study, we will focus on how compensation, job security, and perceived organizational support with mediating variable, psychological empowerment can affect job satisfaction among hypermarket employees in the retail industry in Malaysia. The next chapter will look into these factors.

1.2 Problem Statement

The importance of workers' opinions of their work and job satisfaction has recently escalated for both employees and businesses. According to Shah (2007), it is not only the compensation package that contributes to an employee's level of happiness in their position; rather, it is the culture of the business that is responsible for that level of satisfaction and helps to keep employees with the company. According to Kelly (2019), the research addresses several important concerns. Over the course of the last several decades, the labor force in the United States has been exposed to several rapid and profound shifts, including automation, globalization, and jobs that are going nowhere. A little less than 50% of all employees in the United States believe that they are employed in satisfying occupations. There is a connection between the caliber of one's place of employment and the standard of living that one may expect in general.

In Malaysia, it is important to consider that 17% of the respondents are very or very likely to move jobs in the next 12 months (Murugiah, 2022). This study makes an effort to examine the issue that hinders job satisfaction in Malaysia's retail sector. 17% is considered a high turnover rate because a good turnover rate should be at 10% or less according to the general rule of national average turnover rate among employees ("19 employee retention," 2023). Besides, Dobrow, Ganzach, & Liu (2018) found that spanning a period of 40 years, indicated that individuals who remained employed within the same organization experienced a decline in their level of satisfaction. Conversely, individuals who transferred to different companies over time showed an increase in their general sense of happiness. According to Aufa (2022), 69% or more of Malaysian respondents stated that monetary compensation is the primary determinant of whether an employee stays or quits a job. This is supported by the deputy executive chair of PwC Malaysia, Nurul A'in Abdul Latif, stated that it was unsurprising that pay is the most important factor, given increasing

inflation and economic instability caused by the Covid-19 pandemic. In addition, she also said that salary is not the sole element that encourages employees to look for jobs in other fields (Murugiah, 2022). Other organisational factors may also have an impact.

From the information in Research Background, we can conclude that job satisfaction is important to retain employees in the retail hypermarket workforces. Inadequate compensation, a lack of significance in one's role, a lack of work-life balance, a supervisor who is unsupportive or unreliable, poor management, and limited career advancement at an organization are some of the obstacles that contribute to low job satisfaction. There are researchers who claimed that employees who perceive the significance and value of their work are more likely to experience greater job satisfaction (Ahmed & Hafiz, 2017). Besides, the findings show that employees with an elevated sense of organizational support are more likely to experience psychological autonomy, which in turn leads to greater job satisfaction.

Moreover, job satisfaction and desire to leave are highly correlated. According to Noraishah, Nur, Hairiani, Norshahniza, & Fazlin (2015), when retailers fail to satisfy their employees, employee turnover rates will be increased. In a highly competitive market, high staff turnover rates can have a detrimental impact on the organization. Inadequate personnel expose the leadership of a particular organization to potential challenges and obstacles. According to Nelson (2022), the turnover rate for workers at food retailers was 48% in 2021. For the business associates of grocery stores, it was 29%. The supermarket turnover rate reached 58% in 2020. Retailers of groceries are struggling with a staff shortfall in their stores of up to 20%. The problem gets worse when the concerned organization is involved in retail administration, such as a hypermarket operator (Noraishah et al., 2015). In Malaysia, the labor market is constantly expanding, and high turnover rates indicate that it is challenging to retain employees.

Between 2016 and 2018, the unemployment rate was 3.4% of the labor force, and it rose to 3.3-3.5% in 2019. Additionally, the impact of implementing the Movement Control Order (MCO) was felt by the Malaysian labor market, which saw unemployment rise to 5.3% (Shankar, 2020). According to Malaysia's official figures, unemployment has dramatically increased. In May 2020, the unemployment rate rose to 826,100 (Walid, Asnidar, & Al-Hussain, 2020). Work-life balance becomes increasingly crucial in the corporate sector, as work interruptions have been found to have a detrimental impact on employees' attitudes toward their employment (Vimala, Wong, Thangaraja, Farrell, & Anastashia, 2019). This is reflected in Lotus's Malaysia employee reviews, where employees stated that their working hours are challenging and there is a lack of flexibility, resulting in a satisfaction rating of three stars ("Lotuss Stores," 2023).

In response to the aforementioned issue, the intention of the study is to examine a variety of aspects that reduce job satisfaction, and thus, causing employee turnover and decreasing the organization's profit, which would contribute negative impact to the expansion of the business and even the country's economy. Although many researchers have conducted studies on job satisfaction topic, most of this job satisfaction is done in the healthcare sector due to the Covid-19 pandemic (e.g., Barili, Bertoli, Grembi, & Rattini, 2022). It is worth examining job satisfaction in the retail industry since customers have improved standards of living and greater purchasing power than ever before, the hypermarket business has prospered and gained a lot of popularity worldwide. The popularity of the sector in Malaysia is evident in the shifting patterns of grocery purchasing. Little and scarce related data about job satisfaction among the sub-retail sector for hypermarket employees, as a result this research should be conducted to fill the gap by examining the factors affecting job satisfaction among hypermarket employees in the retail industry. This study varies from past studies in that there has been less research on the mediator, whereas we will investigate the mediating effect between the variables' relationships.

1.3 Research Objectives

This section aims to access the relationship between the independent variables and job satisfaction among hypermarket employees in the retail industry.

1.3.1 General Objective

The objective is to identify and examine the organisational factors affecting job satisfaction among hypermarket employees in the retail industry.

1.3.2 Specific Objectives

The specific objectives are presented to make the general objectives more precise:

1. To examine the significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.
2. To examine the significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.
3. To examine the significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.
4. To examine the mediating effect of psychological empowerment between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

1.4 Research Questions

The research questions are constructed in accordance with the study objectives to provide a distinct focus for our research:

1.4.1 General Research Question

What organisational factors affect job satisfaction among hypermarket employees in the retail industry?

1.4.2 Specific Research Questions

1. Is there a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry?
2. Is there a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry?
3. Is there a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry?
4. Is there a mediating effect of psychological empowerment on the relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry?

1.5 Hypotheses of the Study

Hypotheses anticipate the predicted relationships among variables. The independent variables which are influencing job satisfaction among hypermarket employees in the retail industry are direct compensation, job security, and perceived organizational support. In addition, the relationship between perceived organizational support and job satisfaction is mediated by psychological empowerment.

Hypotheses 1:

H1: There is a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.

Hypotheses 2:

H2: There is a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.

Hypotheses 3:

H3: There is a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

Hypotheses 4:

H4: There is a mediating effect of psychological empowerment on the relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

1.6 Significance of the Study

Job satisfaction may be seen as one of the important challenges in society. It is crucial for an organization to have productive employees to accomplish organizational objectives. Maintaining a positive organizational climate enhances productivity, employee engagement, and profitability. Numerous studies have conducted research on job satisfaction in various sectors, especially the healthcare industry, but the retail sector has not been given greater attention. As a result, the intent of this research is to investigate the challenges faced by hypermarket workers in terms of their job satisfaction within the retail organization. In addition, to fill a research gap, this study seeks to identify the mediator that has been overlooked by most researchers.

This research will mainly focus on the independent variables such as direct compensation, job security, and perceived organizational support with dependent variable which is job satisfaction. Besides, mediating variable, psychological empowerment, will also be discussed to support the relationship of perceived organizational support and job satisfaction.

For managers in retail businesses, this research serves as a valuable resource for understanding how employee unhappiness might negatively impact the company. Employee dissatisfaction may even lead them to consider leaving the organization. It is significant for them to obtain a better knowledge of the concept of factors influencing job satisfaction so that they can analyze and develop better decisions. With this knowledge, businesses may avoid undesirable effects such as a decrease in job satisfaction and labor shortage.

Retailers must ensure the satisfaction of their workforce in a variety of areas to improve productivity and profitability. Often, employee attitudes reflect the company's morale. Content employees are crucial especially in customer service

and sales because they directly represent the organization to the public (Jitendra hari Mini, 2013). Job satisfaction is a significant measure of how employees perceive their positions and a determinant of work-related behaviors such as engagement, citizenship, absenteeism, and turnover. Dissatisfied employees are more likely to skip work and quit, but satisfied employees are more probably to stay with the firm (Nupur & Bharti, 2019). Minimal absenteeism is associated with good job satisfaction, whereas staff turnover and absence are associated with job dissatisfaction (Saifuddin, Hongkraclent, & Sermril, as cited in Mbah & Ikemefuna, 2012). By analyzing work satisfaction, an organization may be able to improve employee satisfaction and performance, as well as reduce absenteeism and attrition (Mbah & Ikemefuna, 2012).

Without a doubt, many academics have conducted studies on job satisfaction. Nonetheless, job satisfaction issues will not go away, and it is critical that we conduct research and keep up with current global trends. Due to the constant evolution of our world, we should discover the current impacts and factors.

1.7 Chapter Layout

Chapter 1: Introduction

The research context will be discussed, followed by the problem statement. In addition, this chapter provides objectives for the study, research questions, and study hypotheses, and highlights the study's significance.

Chapter 2: Literature Review

The chosen theories for the topic will be supported by this chapter. It will be examined how the conceptual framework, relevant variables, and hypotheses are developed.

Chapter 3: Research Methodology

This chapter covers the methodology of the study, data collection techniques, sampling design, research tools, construct measurement, and data analysis.

Chapter 4: Data Analysis

It has comprised descriptive and inference analysis as well as scale measurement.

Chapter 5: Discussion, Conclusion, and Implication

It has included a description of the key findings, reflections on the study's theoretical and practical implications, its limitations, and suggestions for further research.

1.8 Chapter Summary

The first chapter generally describes an overall view of the research. The research background is about factors influencing job satisfaction in the retail industry. The problems, objectives, hypotheses, and significance of the research are then presented. Additional analysis will be done to support the findings in Chapter 2.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter aims to define and explain job satisfaction which is a dependent variable. Direct compensation, job security, and perceived organizational support (POS) are the independent variables, while psychological empowerment acts as the mediator. Besides, this chapter also will discuss selected theories to enhance understanding of job satisfaction. A theoretical framework will be developed using the variables, and the hypotheses created for the variables will also be discussed.

2.1 Underlying Theories

2.1.1 Maslow's Hierarchy of Needs

Motivational theories, in particular Maslow's Hierarchy of Needs theory, are crucial to understanding human behavior. Maslow identified the pattern that human motives often follow by using the categories physiological, safety, belongingness and love, self-esteem, and self-actualization. According to Maslow's hierarchy of needs, the most fundamental needs must be satisfied before a person will have a strong desire for secondary or higher-level needs (Tella et al., 2007). On the other hand, according to experts, job satisfaction can be viewed as an individual's attitude regarding their job. An individual

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

with a high level of job satisfaction will view their work favorably. Employees typically favor jobs where they may develop their skills and abilities and take advantage of the available opportunities, as well as positions where there is expertise (Rahimi et al., 2016).

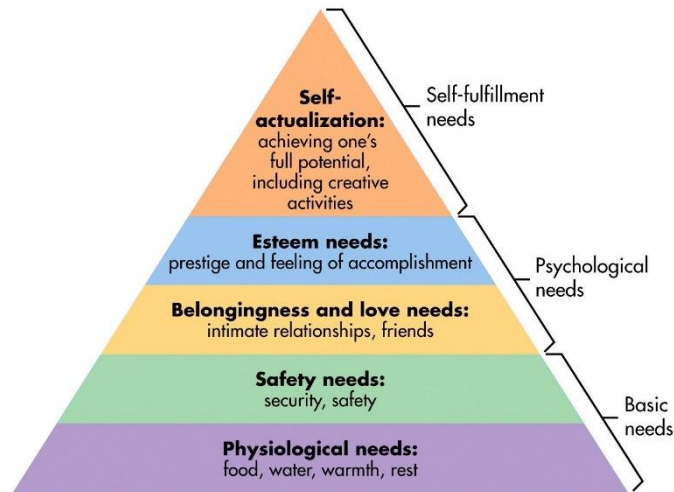


Figure 2.1: Maslow's Hierarchy of Need

Source: Mcleod (2023).

Humans seek to fulfill these demands, and as individuals and society progress, their needs do as well. This is true for individuals, situations, people in increasingly larger groups, and even nations. In contrast to the reverse, which produces a downward movement in need fulfillment desire, the growth of the individual or group leads the needs to shift upward. Physical safety, familial security, financial security, employment security, and love are examples of safety needs; parental love, partner love, sibling love, and kid love are examples of belonging needs. It makes sense to categorize these needs according to their hierarchy, with physiological needs at the bottom and actualization needs at the top (Thangaswamy & Thiyagaraj, 2017).

The human spirit is disrupted when basic human needs are not met, and therefore, people are unable to achieve self-satisfaction in terms of their development, occupation, or profession (Firkhan et al., 2021). When the

physiological level's needs are addressed, the safety level's norms must also be met. The concept of safety includes the right to feel safe and secure for oneself, one's family, one's assets, and even one's place of employment. Once the first two levels of security are attained, one must address their need to be loved and accepted. The perfect fulfillment of spiritual and social needs is essential now (Nordin et al., 2020).

2.1.2 Herzberg's Two-Factor Theory

Either the motivation-hygiene theory or the dual-factor theory is another name for Herzberg's theory. In his research, Herzberg divided motivational variables into two categories: motivators and hygiene. A favorable attitude toward one's job is stimulated by the two-factor concept of motivation, or "Motivators," which derives from job content aspects including achievement, responsibility, acknowledgment, progress, and the work itself. While "Hygiene" may not encourage a positive attitude toward the profession, it does lessen the level of individual dissatisfaction. In the context of a job, "hygiene" is defined as elements including working conditions, pay, interpersonal connections, policies/administration, and supervision. Alternatively put, these are also recognized as elements of a job's extrinsic factors (Mehboob et al., 2012).

Because these two sets of impacts operate on distinct time scales, this model explains how a person might be satisfied and dissatisfied at work at the same time. For instance, cleanliness concerns only have an impact on the level of dissatisfaction; they cannot enhance or decrease contentment. To attain job happiness at work, motivational aspects and hygienic considerations must be integrated (Alrawahi et al., 2020). The ability to perform well at work is influenced by motivating elements like progress, work effectiveness, and development, but job happiness is influenced by hygiene variables like pay,

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

working environment, relationships with coworkers, and the role of the leader. The motivational factor pushes employees to move around and do their tasks more quickly to achieve their goals, while the sanitary factor encourages them to do so (Khan et al., 2021).



Figure 2.2: Herzberg's Two-Factor Theory

Source: Reading: Herzberg's Two-Factor Theory | Introduction to Business (2023).

According to Foor and Cano (2011), having your hygienic requirements met would not be satisfying. According to the hypothesis, motivation, and satisfaction are only impacted by motivators; people can be content with some characteristics of their jobs while discontent with others. A basic alteration like an employee's job will raise job satisfaction, according to the theory's implications, which were clear in the ability to boost motivation in the context of job satisfaction. The organizational characteristics that are in line with motivators, especially signs of individual growth and recognition, should be used to restructure job components.

2.2 Review of the Literature

In this literature view section, independent variables (direct compensation, job security, and perceived organizational support) and dependent variable (job satisfaction) as well as the mediating variable of perceived organizational support to job satisfaction (psychological empowerment) will be discussed.

2.2.1 Direct Compensation

According to Abadi & Renwarin (2017), in many firms, compensation is one of the most significant variables considered to attract and retain skilled personnel. Companies seek competent employees because the ability of required human resources determines the standard of their performance (Abadi & Renwarin, 2017). Indriyani & Heruwasto (as cited in Lestari, Haryono, & Rda, 2020) stated that direct compensation is the monthly salary that workers receive. Direct compensation consists of wages, salaries, incentives, and bonuses that are delivered directly to employees by the company (Manurung, as cited in Lestari, Haryono, & Rda, 2020). In addition, according to Baledi & Saed (2017), payment or monetary payment is the direct compensation made to employees for their performance including salary, shift payments, overtime pay, and uniform allowances. Besides, it is the right of employees to receive direct compensation and the responsibility of the employer to provide it. Among the array of interpretations offered by researchers, it can be deduced that compensation denotes a recompense garnered in return for individual exertions. This recompense can manifest as monetary remuneration or other forms of gratification that engender a sense of contentment within the recipient for the completed tasks. This provision is extended to employees as a mechanism to fulfill the goals of the organization (Sudiardhita, Mukhtar, Hartono, Herlitha, Sariwulan, & Nikensari, 2018).

As stated by Rianaa & Wirasedanaa (as cited in Nasution, Prayogi, Jufrizen, Pulungan, & Juliandi, 2019) compensation constitutes one of the most critical factors that should be provided to employees to preserve their dedication to business operations. Highly devoted employees will endeavor to obtain a competitive advantage and develop customer connections. Furthermore, workers should be effectively managed and encouraged by offering the best wage and compensation in accordance with market norms. The hefty salary will also assist to recruit and retain the most talented staff. The influence of salary and benefits on staff morale and company success is determined by the organization's current compensation and performance production systems. In general, most employees react favorably and productively to wage increases (Naidu & Satyanarayana, 2018).

In addition to practical considerations, reexamining the compensation satisfaction construct and its measurements is necessary for other reasons as well (Williams, Brower, Ford, Williams, & Carraher, 2008). Such a metric will enable managers to have a deeper understanding of their employees' responses to their remuneration systems and to tailor solutions to problem areas. This is especially crucial (Williams et al., 2008). As competitive forces continue to develop, less cash is accessible for wages and salaries, causing managers to be more concerned with maximizing the pay budget to accomplish compensation goals, such as job satisfaction (Miceli & Lane, as cited in Williams et al., 2008).

According to Williams et al. (2008), there are two conceptual models that serve as the foundation for the creation of a thorough typology of compensation fulfillment. Heneman & Schwab's (1985) research on the multidimensional character of pay satisfaction evaluated five theoretical elements of satisfaction which are pay rate, pay structure, pay raises, pay administration, and benefits. The second model is the one proposed by Miceli & Lane (1991), which incorporates the following aspects of

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

compensation fulfillment includes pay level, remuneration between jobs, pay structure within occupations, benefit level, and benefits system. The similarities and contrasts between these forms of compensation satisfaction are conveyed by two distinctions: (1) compensation form – pay vs benefits; and (2) compensation emphasis – results versus processes.

		Compensation form	
		Pay	Benefits
Compensation focus	Outcomes	P1. Pay level satisfaction	B1. Benefit level satisfaction
	Procedures	Pay determination satisfaction P2. Pay structure: satisfaction with the hierarchy of pay rates or levels among jobs in the organization P3. Pay raises: satisfaction with changes in pay level P4. Variable pay procedures: satisfaction with other methods of pay determination such as bonuses, incentives, commissions, etc. P5. Pay administration satisfaction	B2. Benefit determination satisfaction B3. Benefit administration satisfaction

Table 2.3: Dimensions of typology of compensation fulfillment

Source: Williams et al. (2008).

However, we focus on direct compensation independent variables in our research to determine job satisfaction. Therefore, we will adopt the pay outcomes and pay procedures dimensions supported by Heneman & Schwab (1985) as well as Miceli & Lane (1991) which include pay level, pay structure, pay raises, variable pay procedures such as commissions and bonuses, and pay administration.

2.2.2 Job Security

Job security refers to employees' expectations of continued performance in their jobs (Ogunbanjo, 2021). It has to do with employee fear of losing their job or losing appealing on-the-job advantages such as job advancement and promotion prospects, decent working conditions, career training and development opportunities, and attractive salary. Job security is critical to personnel commitment to a company and has an impact on personnel commitment to the company. If workers feel safe and protected, they will be more dedicated to their work and the company. Employees' ties to their work might be referred to as job security (Kwabiah et al., 2016). It makes employees loyal and devoted to their organizations because people who have a strong sense of security in their companies have a strong regard for the organizations, regard them as theirs, and have a strong attachment to them. Furthermore, job stability fosters a positive relationship between employees and organizations. As a result, businesses, where employees have job security, may enjoy stability, development, and longevity (Kraimer et al., 2005).

The ability to work and not worry excessively about one's promotions, future career, or workplace safety and security is crucial for individuals or employees. Employees' expectations for the stability and continuity of their employment, which encompasses significant issues like promotion prospects, general working conditions, and long-term career opportunities, are referred to as job security (Artz & Kaya, 2014). According to Wahyuni, Musnadi, & Nurdin (2020), the well-being of employees is frequently linked to job security. Employees are protected by the safety measures themselves from harm brought on by mishaps during the performance of their jobs. Health also results in independence from both physical and mental sickness. In addition to the definition of job security previously discussed, job security is a promise that an employee will continue in his position without the

possibility of being laid off. It also ensures that employees' families will not incur financial losses and can keep a respectable standard of living.

In the modern world, there seems to be less job security everywhere. Technology, internationalization of capital, government policy, and population change are the main causes of declining job security. From this vantage point, it appears that both employers and employees in the modern business environment are having a terrible time (Rabenu et al., 2016). Employees value job security because it decides whether they retain or obtain new employment. It is also important for organizations since it allows them to retain current employees while also provide potential for recruiting new ones. Job security is viewed as an essential right of an employee, ensuring that the employee and his or her family won't lose their income and may continue to live honorably. Employees, therefore, consider the state of job security at the start of their careers to feel optimistic about the future. To maintain this warranty, they reject government privatization programs, or they prefer to work in the public sector even though it may pay less than the private sector due to the benefits it provides to job stability (Senol, 2011).

According to Artz & Kaya (2014), job security is among the most significant and influential factors in influencing job happiness. Estimating the impact of job security on the chance of a person quitting is one method of assessing the significance of job security to workers during recessions and booms. The best indicator of job happiness is the employee's expressed preference to leave or stay on the job. The main deterrent to quitting behavior is generally job security. Job security affects behavior, but there is also a considerable correlation between employee intentions and actual behavior when it comes to quitting (Mahmood et al., 2019). According to Mahmoud et al. (2020), when job security is discovered, workers' intentions to resign are dramatically reduced. Worker expectancies or thoughts of job loss in the future are substantial and persistent indicators of actual job loss, demonstrating that perceived job insecurity is a materialization of

employment or financial reality rather than a subjective construct of an unhappy worker.

People with employment yet feel threatened by the possibility of losing them may experience job insecurity. The threat of unemployment is linked with job uncertainty (Abolade, 2018). Htun & Kim (2021) stated that it may be concluded that job insecurity is a psychological condition that results in anxiety and fear about one's future employment because of ambiguous status, changes in the office environment, and hazardous working conditions.

2.2.3 Perceived Organizational Support

Employees' interpretations of the motivations underlying their treatment, whether positive or negative, are crucial to Perceived Organizational Support, also known as POS (Rhoades & Eisenberger, 2002). In response, Perceived Organizational Support sets in motion a social exchange process wherein employees sense an obligation to contribute to the accomplishment of the company's goals and envision that increased dedication from their end will yield greater advantages. In addition to meeting physiological demands, Perceived Organizational Support improves people's mental health and increases their sense of belonging to and enthusiasm for their company (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). The extent to which workers attribute beneficial treatment from the company to positive esteem should be increased. POS should be enhanced by the organization's discretion in offering preferential treatment, as opposed to external considerations such as a competitive employment market or government laws (Eisenberger, Cummings, Armeli, & Lynch, as cited in Kurtessis et al., 2017).

Robertson & Barling (2013) discovered that people are more likely to have strong enthusiasm for something that has a significant impact on the community. The presence of spirituality in the workplace enables workers' cognitive and psychological processes to be directed toward serving the public good, which in turn inspires them to have greater enthusiasm for the preservation of the natural world. Specifically, these processes generate a feeling of optimism that one's individual endeavors and commitments to enhance the organization's commitment to environmental sustainability are worthy of recognition and applause, and consequently worthy of being followed by others. This optimism can be attributed to the fact that people tend to emulate those who are recognized and applauded for their efforts.

People spend a large amount of time at work, which leads to feelings of disorientation and isolation there. Those who practice workplace spirituality report feeling less estranged from themselves, their job, their colleagues, and the world around them, and as a result, more entire and complete. Their feelings of disconnection from the world around them or a lack of direction in life dampen their motivation to work hard and accomplish their objectives. Through perceived organizational support, it is possible to significantly boost one's level of enthusiasm by bringing one's own identity into the context of the organizational environment in a sense of workplace spirituality. The loss of purpose in life may be remedied via the process of calling, and feelings of alienation and aloofness can be alleviated by membership, a sense of value congruence, social connection, and transcendence in the workplace (Afsar, Badir, & Kiani, 2016).

The positive treatment an employee receives from a supervisor is expected to contribute to Perceived Organizational Support since supervisors serve as organizational agents. Employees' attachment to their supervisors increases when they see their behaviors as integral to the success of the company rather than random (Sun, 2019). While several researchers have established a positive correlation between supervisory treatment and Perceived

Organizational Support (Rhoades & Eisenberger, as cited in Shoss, Eisenberger, Restubog, & Zagenczyk, 2013), little emphasis has been paid to the influence of negative supervisory treatment on Perceived Organizational Support. This is crucial because unpleasant encounters should not just be understood as a divergence from the good but as a distinct phenomenon. Activities regarded as discretionary by the organization and its representatives are far more intensely connected with Perceived Organizational Support than actions over which the organization has limited influence. Similarly, abusive supervision entails the deliberate abuse of subordinates (Tepper, as cited in Shoss et al., 2013). From the perspective of the workers, if the organization provides supervisory duties to a person who humiliates and insults them, both the company and the supervisor are acting intentionally and holding the employees in contempt, which should have a bad effect on Perceived Organizational Support. Similarly, if the business does not take remedial action to reduce or avoid the abuse, it may seem to the workers that the organization does not care about their well-being (Shoss et al., 2013).

All parts of the organization's treatment of workers may impact employees' perceptions of the organization's prospective motive for treating them. This, in turn, influences employees' interpretations of the organization's reason for treating them. Organizational support encompasses the organization's probable reaction to the employee's future health, mistakes, and high performance, as well as the organization's readiness to provide reasonable compensation to make the employee's job relevant and exciting. Moreover, two phenomena emerge from examining the function of perceived organizational support in fostering positive attitudes, behaviors, and results among employees. One is that workers need assistance from their organization for mutual gain. When job demands are high, extra effort must be given to meet the work objectives, and when recuperation is poor or insufficient, workers may progressively deplete their energy back up and can burn out. This is why organizational support is one of the important necessities in modern companies (Schaufeli, 2013).

2.2.4 Psychological Empowerment

Psychological empowerment refers to the state of an individual's mindset in which they feel in control of their job and personal life (Spreitzer, 1995). It is the feeling of having power, influence, and control over one's own life and work, and the belief that one can accomplish tasks and goals successfully (Dust, Resick, & Mawritz, 2013).

Spreitzer (1995) defined psychological empowerment as "an individual's belief in the degree of influence over the work environment, competence, meaningfulness of the job, and perceived autonomy".

According to the "Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation", the foundation of this construct is centered on four essential dimensions that are critical for employee satisfaction and motivation. The first dimension, meaning, focuses on how valuable and worthwhile employees perceive their work to be. The second dimension, competence, addresses whether employees feel equipped with the required skills and resources to perform their tasks efficiently. The third dimension, self-determination, relates to the extent of control employees feel they have over their work and their ability to make decisions affecting their tasks. Finally, the fourth dimension, impact, indicates the extent to which employees believe their job benefits their organization and has a positive effect on the community. These four dimensions constitute the framework that can help organizations assess and improve employee engagement and job satisfaction (Thomas & Velthouse, 1990).

Psychological empowerment has been linked to numerous positive outcomes in the workplace, including increased job satisfaction, organizational commitment, and job performance (Zhang & Bartol, 2010). It is also associated with higher levels of creativity, innovation, and willingness to take initiative (Thomas & Velthouse, 1990).

To foster psychological empowerment among employees, organizations can provide them with opportunities to participate in decision-making, offer training and development programs, and ensure that they understand the purpose and value of their work (Eisman, Zimmerman, Kruger, Reischl, Miller, Franzen, & Morrel-Samuels, 2016).

2.2.5 Job Satisfaction

The conventional paradigm of work satisfaction depends on an individual's perceptions about his or her employment. However, whether an individual feels satisfied or not satisfied, does not only rely on the job itself but also on the individual's expectations of what the employer would provide (Lu, While, & Barriball, 2005). According to Judge, Hulin, & Dalal (2009), job satisfaction can be quantified using assessment methodologies that evaluate job elements or attributes, emotional reactions to workplace events, and depending on how attitudes, behavioral dispositions, intentions, and enacted behaviors are defined. In addition, Judge, Hulin, & Dalal (2009) also said that job satisfaction is a psychological reaction to one's job such as affective and cognitive processes that take many different forms. Affective is a person's feeling or emotional reaction towards a certain thing, they might either feel like or dislike it. While cognitive is a person's ideas or perceptions towards the attitude's intent (Abun, Magallanes, & Incarnacion, 2019). According to Hoppock (as cited in Munir & Rahman, 2016), a person might really state they are happy with their job in a variety of physiological,

psychological, and environmental factors come along. Based on the various definitions mentioned above, and thus, we can conclude that job satisfaction refers to how a person feels about his or her employment, whether happy or unhappy with it which arises from evaluating the employment experience.

According to Rutherford, Boles, Hamwi, Madupalli, & Rutherford (2008), differential impacts on workers' job-related attitudes and actions have been shown in studies examining job satisfaction using multidimensional measures. Spector (1997) described the following aspects of job satisfaction according to an analysis of some of the most widely known job satisfaction measures: Gratitude, connection, colleagues, benefits, workplace conditions, the job's nature, the nature of the organization, procedures, and rules, remuneration, self-development, promotion chances, recognition, safety, and supervision. Özpehlivan & Acar (2016) stated that employees will have high job satisfaction when the organization has provided them with satisfactory workplace conditions. Besides, another important measure is the pay factor (Spector, 1997). Employees compare their earnings with their coworkers as well as their contributed efforts (Özpehlivan & Acar, 2016). Additionally, according to Özpehlivan & Acar (2016), a person will have a favorable attitude towards the job and be fulfilled with the job if he or she is satisfied with the supervisor in both practical and humanitarian behaviors.

Furthermore, the concept of job satisfaction has a direct association with motivation and productivity (Çelik, 2011). The primary reason for this is the belief that workers who are content with their jobs are more productive and effective. This leads them to have a positive attitude towards their jobs than those who are not satisfied (Çelik, 2011). Rotenberry & Moberg (2007) discovered that employees who were more involved in their work outperformed those who were dissatisfied with their jobs. In other words, having a more optimistic attitude towards work resulted in better performance (Habib, Khursheed, & Idrees, 2010). Two workplace attitudes have the greatest impact on employees' behavior at work which are job

satisfaction and organizational loyalty (“Principles of Management,” 2015). Several employment attributes are associated with job satisfaction and commitment, including the capacity to use a broad range of skills, execute a significant task, autonomy at work, and receive feedback on the job. However, the presence of these characteristics is not crucial for all individuals. When certain attributes are present, job satisfaction and dedication tend to be higher (“Principles of Management,” 2015).

However, the dissatisfaction of employees indicates their decision to leave the organization. For instance, if there are inequities in salary, limited opportunities for advancement, and so on. The absence of incentives and trust on the part of employers will result in employee discontent and turnover (Munir & Rahman, 2016). Thus, the objective of this study was to discover variables that are consistent and valid in influencing job satisfaction among hypermarket employees in the retail industry.

2.3 Proposed Conceptual Framework

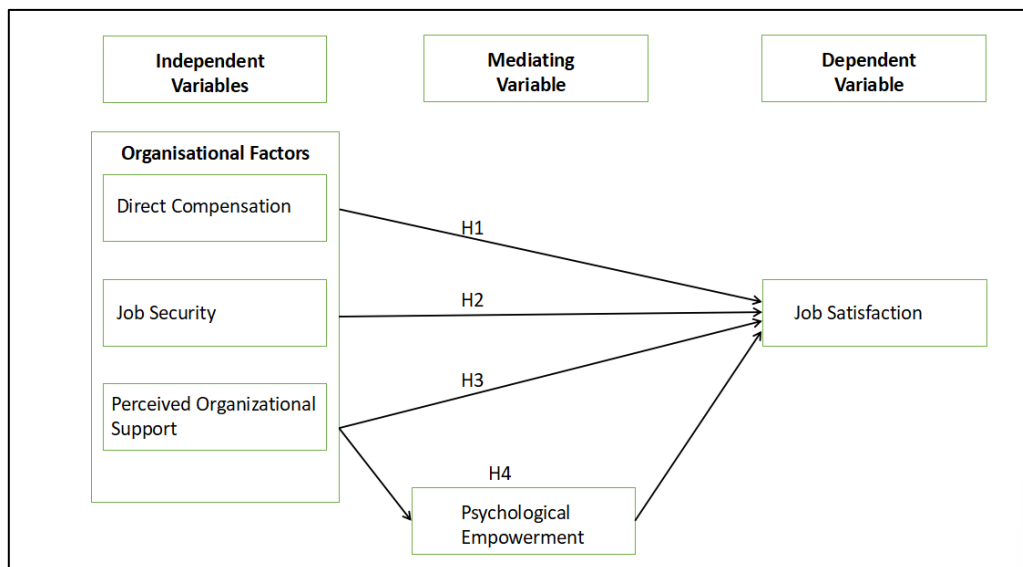


Figure 2.3: Proposed Conceptual Framework

Source: Developed for the research

The figure illustrates the variables' relationship in the research. There are three organisational factors as independent variables which are direct compensation, job security, and perceived organizational support. We also determined psychological empowerment as the mediating variable of perceived organizational support to job satisfaction. We choose these three factors as our independent variables because they are significant organisational factors that include all the components that affected the behavior of the organization and its members. Undeniable, direct compensation such as salary, commission, and bonuses are used to satisfy and attract employees to keep them engaged and performing well. Besides, job security is an essential component that directly influences employee organizational satisfaction and commitment. If a worker is confident that he will not be terminated soon, he or she will work harder. In fact, the worker will attempt to return the favor by contributing more to the company, and his or her level of satisfaction will rise as a result (Imran, Majeed, & Ayub, 2015). Moreover, perceived organizational support emphasizes offering incentives in exchange for labor and dedication, which is rooted in the principle of reciprocity (Aban, Perez, Ricarte, & Chiu, 2019). Employee job satisfaction will increase when they perceive that their employer values and cares for them.

Also, we choose psychological empowerment as the mediating variable of perceived organizational support (POS) since there is positive evidence for the direct relationship between POS and work satisfaction. A recent finding suggests that the psychological empowerment of employees is a form of competitive advantage for businesses (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020). Finally, the dependent variable in our study will be job satisfaction. In this research, the conceptual framework was proposed to investigate the factors affecting job satisfaction among hypermarket employees in the retail industry.

2.4 Hypotheses Development

2.4.1 Relationship between Direct Compensation and Job Satisfaction

The significance of job satisfaction in influencing employee attitudes has made it an interesting topic of research in organizational behavior. Recently, a growing number of researchers have examined the components of job satisfaction and the factors that influence it. Compensation is regarded to be a role in employee satisfaction. In essence, compensation is a mechanism for employees to meet their needs (Prasetio, Agathanisa, & Luturlean, 2019).

According to Naidu & Satyanarayana (2018), monetary incentives are related to improved worker efficiency and effectiveness since they feel satisfied. For instance, employees who accomplish a certain level of performance receive a salary rise. Employees will be satisfied with their positions and eager to work for an organization if they are compensated fairly for their performance. Personal rewards are related to gains in quantifiable production, with studies indicating average increases of 30 percent when reward systems are implemented. Another prevalent employee compensation system that influences employee performance is merit pay. This entails rewarding employees for superior performance with incentives or other remuneration. That is the most common method employed by companies. According to Sopiah (as cited in Nasution et al., 2019), direct compensation such as salary has a favorable and considerable impact on job satisfaction. The level of compensation offered by the firm should be sufficient to satisfy workers. In addition, as posited by Abadi & Renwarin (2017), it was proposed that salary exerts a substantial influence on employee job satisfaction. Similarly, Lestari, Haryono, & Rda (2020) also proposed that direct compensation has a significant influence on job satisfaction. The earlier research by Yang, Miao, Zhu, Sun, Liu, & Wu

(2008) also declared that by evaluating the effect of a pay increase on job satisfaction, it was revealed that the employee's salary had a substantial positive correlation with their degree of contentment since a pay increase promotes job satisfaction.

Furthermore, the fairness of the pay in relation to the work that is performed would be another aspect where the employees are not expressing high satisfaction. They claim that given the work they perform; they anticipate receiving a higher salary (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). This indicates how salary has a significant impact on employees' job satisfaction. However, Dr. Patric Diriwaechter and Dr. Elena Shvartsman, economists from the University of Basel presented these discoveries by stating the improvement in job satisfaction following a pay raise is just ephemeral since the effect nearly disappears within four years. According to behavioral economic theory, this can be clarified through the notion that individuals evaluate their pay according to their previous salary. In addition, people adjust to their new income level over time, so higher compensation becomes the new benchmark for assessments in the future ("Wage increases," 2018). Another study by Shore, Randel, Chung, Dean, Ehrhart, & Singh (2014) found that "higher levels of pay are positively associated with job satisfaction" (p. 351).

Although some study findings are contradictory, most previous studies on direct compensation and job satisfaction demonstrate considerable positive correlations. Therefore, in the context of the preceding argument, the hypothesis is proposed.

H1: There is a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.

2.4.2 Relationship between Job Security and Job Satisfaction

According to Butt, Wen, Hussain, & Pervaiz (2021), stability at work and the acceptance of job security a fundamental, emotionally important, and strongly influence separate personal aspects. Job security took the quality of a worker's relationship into consideration. Employee job security has a good correlation with productivity and performance quality. Even those who felt secure at work resisted change in some way. One employee's perception of job security appeared to be that a variety of different things influence security circumstances. While workplace safety can have a direct positive impact on a company. Job security has been discussed in a lot of literature, and various ideas have been developed over time. Maintaining employee motivation and providing them with more comprehensive perks is a never-ending effort on the part of the firm. Organizations prioritize job security as a vital element in their favor when it comes to workers that show a sense of ownership and passion for their work.

Numerous human and organizational issues might put job satisfaction in danger. Since it is the essential predicate on which employee satisfaction grows concerning the work done and it is the way beneficial results are reached, job security may have a distinct impact on job satisfaction, job productivity, heavy work investment, or turnover intention. Lack of security breeds dissatisfaction, which has negative repercussions and behaviors including the intention to leave, task performance, or acting in an unproductive manner (Nemteanu, Dinu, & Dabija, 2021).

The proposition and argument can be made that a sense of contentment and ease regarding job security could naturally lead employees to display loyalty and dedication towards their respective organizations. Employee

performance generally improves when they are satisfied with their job security (Saeed, Lodhi, Iqbal, Nayyab, Mussawar, & Yaseen, 2013). The perceptions of job insecurity have a major effect toward employees' job satisfaction. Numerous studies have demonstrated that workers' job instability negatively affects their job happiness. However, from the standpoint of feeling secure in their jobs, workers will exhibit high levels of job satisfaction when they feel secure in their employment, and they have some influence on job satisfaction regardless of the degree of security or insecurity (Peng, Chen, & Yen, 2019). Therefore, the hypothesis is proposed as below:

H2: There is a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.

2.4.3 Relationship between Perceived Organizational Support and Job Satisfaction

The organizational support hypothesis posits that workers create global perceptions of the degree to which their company offers appropriate resources and appreciates them as people, including the probability that they will be rewarded for their achievements and assisted through tough times. The formation of a favorable perception of the assistance workers get from their company will result in favorable results for both the personnel and the corporate. When workers experience good organizational support, their socioemotional needs are satisfied, and they are more likely to express favorable views about their jobs, including job satisfaction. Also, employees will seek to return to their company for the perceived support they have received by caring about the business and executing their duties effectively. But nonetheless, if workers do not believe they have the backing of their employer, they may withhold commitment, leading to lower degrees of

productivity and more unfavorable reports about their jobs overall (Cullen, Edwards, Casper, & Gue, 2014).

It has been established that workers who get organizational support report higher levels of job satisfaction and have a reduced turnover rate. Recent research has shown that psychological empowerment functions as an important element that intervenes in the relationship between POS and job satisfaction (Arshadi, 2011). There have been a lot of studies done on social exchange and the norms of reciprocity, and most of them point out that employees feel required to help their employers and colleagues, and that they are willing to do so. Those who feel empowered and see themselves as important contributors to the company are successful in meeting the objectives that they set for themselves, have a strong feeling of ownership over their work and participate in activities that have a good impact on the business. In a similar manner, previous research suggests that when entities recognize greater rates of psychological empowerment, it is extremely likely that they will experience inspiration and commitment toward their job responsibilities (Maan et al., 2020). One study conducted by Yilmaz & Turgut (2018) in Turkey found that POS significantly predicted job satisfaction and organizational commitment among employees in public sector. Another study by Jaiswal & Dhar (2015) in India showed that POS was negatively related to turnover intentions among call center employees.

Work engagement is the psychological state in which individuals demonstrate a strong commitment to their duties and a substantial degree of passion while on the job. According to prior studies, it favorably affects staff productivity and retention, customer happiness, employee turnover, and total profitability. Theoretical contributions indicate that genuine leadership influences employee-perceived outcomes. Genuine leaders build real, harmonious personalities in their followers, enabling them to meet their own needs and pursue their own objectives (Penger & Černe, 2014). Ilies, Morgeson, & Nahrgang (as cited in Penger & Černe, 2014) explored how

genuine leadership is likely to have a favorable effect on the behavior of followers since such managers encourage self-determination. George (as cited in Penger & Černe, 2014) suggested that genuine managers inspire their people to provide higher goods, services, and quality by instilling a profound sense of purpose. Prior empirical research in both the area of genuine leadership and the field of psychology supports the notion that authentic leadership has a positive effect on employee engagement at workplace. Increases in job pleasure, dedication, and satisfaction. Thus, the hypothesis is proposed as below:

H3: There is a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

2.4.4 Relationship between Perceived Organizational Support and Job Satisfaction: Mediating Role of Psychological Empowerment

A mediating variable, also known as a mediator variable, is a variable that explains the relationship between two other variables. In other words, it is a variable that comes in between an independent variable (the variable that is being manipulated) and a dependent variable (the variable that is being measured) (Ocen, Francis, & Angundaru, 2017). The mediating variable helps to explain how or why the independent variable affects the dependent variable (Bhandari, 2021). It is believed to be part of the causal pathway between the independent and dependent variables. Mediating variables are important because they provide insight into the mechanisms that underlie the relationship between two variables. By identifying mediating variables, researchers can develop a more nuanced understanding of the factors that influence behavior or outcomes (Bhandari, 2021).

The mediating variable in this research is psychological empowerment which enhances the relationship between perceived organizational support (POS) and job satisfaction among hypermarket employees in the retail sector.

According to other research, the relationship between job satisfaction and perceived organizational support may be influenced by psychological empowerment. For instance, Avey, Luthans, & Jensen (2009) observed that in a group of Chinese workers, psychological empowerment completely mediated the connection between perceived organizational support and job satisfaction. Meanwhile, other studies (Maan, et al., 2020) found that psychological empowerment partly mediated this relationship. Another study by Liu, Song, & Kong (2015) found that psychological empowerment partially mediates the relationship between perceived organizational support and job satisfaction among Chinese university employees. Similarly, the study by Asif, Javed, & Rauf (2019) found that psychological empowerment mediates the relationship between perceived organizational support and job satisfaction among Pakistani public sector employees.

The study had shown that employees' behavior is influenced by psychological empowerment, which helps them maintain high-quality relationships. The study also proposed that psychological empowerment acts as an intermediate variable that connects the perception of a positive work environment with job satisfaction. Psychological empowerment is defined as employees' perception of their competence, autonomy, and influence in the work environment, as well as the meaningfulness of their job (Maan, et al., 2020).

The theory behind this mediation is that psychological empowerment helps employees feel more in control of their work and results, leading to higher

job satisfaction (Spreitzer, 1995). Therefore, when workers perceive that their organization values and supports them, they are more likely to experience a sense of empowerment, which can enhance their job satisfaction.

To explain further how psychological empowerment will be mediating the relationship between perceived organizational support and job satisfaction, we will adopt the Social Exchange Theory (Blau, 1964) as a conceptual framework. Social Exchange Theory suggested that when employees perceive their relationship with employers as being based on social exchange principles, they tend to reciprocate positive attitudes and behaviors toward their job which can improve their job satisfaction. Therefore, if employees perceive their organization as trustworthy, they are more likely to reciprocate this trust by becoming more involved in their work (Blau, 1964).

For instance, if employees believe that their leadership is competent and trustworthy, and is capable of making sound decisions, being open, concerned, and reliable, they are likely to feel more assured of a profitable future for the organization (Spreitzer & Mishra, 2002). This can improve the employees' job satisfaction as well as help employees focus more on their work, and less on other issues such as the sustainability of their employment in the future (Ugwu, Onyishi, & Rodríguez-Sánchez, 2014). Thus, the hypothesis of this study is as below:

H4: There is a mediating effect of psychological empowerment on the relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

2.5 Conclusion

In summary, the chapter has provided a review of the literature and the underlying theories have been outlined. A conceptual framework, hypotheses, and dependent and independent variables were created. The research methods will be covered in the following chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter will delve into the research methodology employed, covering a range of topics such as the research design, techniques for gathering data, sampling strategy, research tools, construct measurements, data processing, and data analysis procedures.

3.1 Research Design

The research design refers to the overall plan or strategy that outlines how a research study will be conducted (Kalaian, 2008). It involves making decisions about various aspects of the research process, including the type of research, data collection methods, sampling techniques, and data analysis methods (Yin, 2009). A well-designed research study ensures systematic and organized research, which raises the likelihood of accurate and dependable outcomes (Bernard, 2013). Our research employed quantitative research to elucidate the connection between all the variables that are investigated for our research. Quantitative research involves the use of data technology and statistical analysis to address research objectives, yielding statistical information in digital form and facilitating the examination of inter-variable relationships (Kothari, 2004). In the research, data collection was conducted using questionnaires, and subsequent data analysis was performed accordingly.

The type of business research we will apply in this study is causal research since it attempts to establish cause-and-effect relationships. We use it to determine the

variables' relationship. The independent variables (direct compensation, job security, perceived organizational support) are the cause whereas the dependent variable (job satisfaction) is the effect.

3.2 Data Collection Method

The data collection method describes the systematic process of collecting and analyzing information for research purposes (Paradis, O'Brien, Nimmon, Bandiera, & Martimianakis, 2016). Data collection methods are split into two categories which are primary data and secondary data collection. Primary data collection methods are techniques used for gathering new data directly from individuals, groups, or entities. Some common primary data collection techniques are interviews, observations, surveys, focus groups, and experiments (Kothari, 2004). Meanwhile, the secondary data collection uses previously obtained data. It is accessible from sources such as government agencies, non-profit organizations, academic institutions, and commercial entities (Zikmund, Babin, Carr, & Griffin, 2013).

3.2.1 Primary Data

According to Sekaran & Bougie (2016), primary data is defined as first-hand information gathered for a specific study. With reliable analyses that had a direct link to the incidence of the events, the main data were more trustworthy and gave decision-makers a higher degree of confidence (Sileyew, 2019). This research utilizes primary data collection through a questionnaire, which will be analyzed for data analysis purposes. The questionnaire method enables us to save time and costs. In addition, it

enables us to have a better comparison and statistical analysis. The utilization of questionnaires facilitates us to understand better about the variable and the response can be compared between one individual to another individual. In this research, we will distribute the questionnaire through Google Forms and physical questionnaires to the targeted respondents.

3.3 Sampling Design

3.3.1 Target Population

The target population must be precisely defined before the sampling design procedure can begin. This population consists of numerous individuals who will be examined, and from whom the results of the intervention will be derived. In our research, the hypermarket employees in the retail industry are our target group to investigate the impact of direct compensation, job security, perceived organizational support, and psychological empowerment on job satisfaction. To be more precise, this research's target population is the employees currently employed in Lotus's, Giant Hypermarket (GCH Retail), AEON BIG, Mydin, and Econsave in Malaysia. Since they are the five largest chains of hypermarkets in Malaysia, with approximately 32600 employees and a focus on mass consumers, therefore it is worth for us to conduct an investigation.

Table 3.1: Target Population

Name of hypermarket	Approximately Population of Employees	Number of stores	Source
Lotus's Malaysia	8600	64 stores	Lotus's Official website
Giant Hypermarket (GCH Retail)	6000	Over 46 stores	Giant Official website
AEON BIG (M) SDN BHD	4000	21 outlets	Aeon Corporate website
Mydin	6000	27 outlets	LinkedIn, 2023
Econsave	8000	90 outlets	Econsave website

3.3.2 Sampling Frame and Sampling Locations

A list of each of the population units from which the population to be sampled will be drawn is referred to as a sampling frame (Lohr, 2021). In our research, we cannot obtain the list of hypermarket employees in Malaysia. Therefore, sample frame is not applicable for the research. While sampling location means the physical site from which a sample is drawn. It can be a specific geographic location or a specific organization, group, or setting that is the focus of the study (Lohr, 2021). The sampling location of this study is the five largest hypermarkets in Malaysia which are Lotus's, Giant Hypermarket (GCH Retail), AEON BIG, Mydin, and Econsave.

3.3.3 Sampling Elements

Malaysia's hypermarket employees in the retail sector are the target respondents of our research. They may involve of both part-time and full-time workers who are works in the different departments in the hypermarket. The respondents provided research-specific and rational responses, taking into consideration their age, gender, job position, and other relevant factors. We will choose respondents from any level of employee to participate in our research study.

3.3.4 Sampling Technique

Data sampling refers to a technique employed to choose a smaller subset of data from a more extensive population, enabling the extrapolation of conclusions about the entire population. Sampling methods can be divided into two main types which are probability and non-probability sampling. Probability sampling involves selecting a sample from a population using random methods, like simple random sampling, cluster sampling, stratified random sampling, and systematic sampling (Creswell, 2014). Meanwhile, non-probability sampling involves selecting a sample that is not strictly random, such as convenience sampling, purposive sampling, or snowball sampling (Denscombe, 2017).

For this study, we decided to use the non-probability sampling method due to several advantages. First, non-probability sampling methods are often more convenient and less time-consuming than probability sampling methods. This is because the researcher can select participants who are easily accessible or readily available. The second is cost-effective. Non-probability sampling methods can be less expensive than probability sampling methods, especially if the population under study is large and diverse. Lastly, non-probability sampling methods are flexible. By comparing with the probability sampling method, non-probability sampling

methods are more flexible as they can be adapted to fit the needs of the research question and the available resources. In this study, we applied snowball sampling, a non-probability sampling technique, we randomly select all respondents, and the initial participants can refer their acquaintances to aid us in recruiting more respondents. We also email the hypermarkets to request their help in distributing the questionnaire to the staff members from various departments.

3.3.5 Sampling Size

The sample size corresponds to the count of individuals chosen from a specific population group (Zikmund et al., 2013). The target population number of hypermarket employees in the retail industry of Malaysia is approximately 32,600 according to what we had determined as shown in Figure 3.1. There is a software called G Power which used to determine the statistical power. The central aim of conducting a statistical power analysis is to aid researchers in identifying the smallest required sample size for detecting a specific test's effect at the desired level of significance (Charles Sturt University, n.d.). G Power software will be utilized to determine the sample size. We used F tests and linear multiple regression, and the effect size chosen is 0.25 (medium effect) which is considered favorable. Based on Figure 3.1, the sample size of this research is 80. However based on Green's (1991) table, suggests that the minimum sample size is 84 with a medium effect size for a Power of 0.80 and 0.05 alpha with a number of predictors of 4. Therefore, we will choose to adopt the minimum sample size of 84.

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

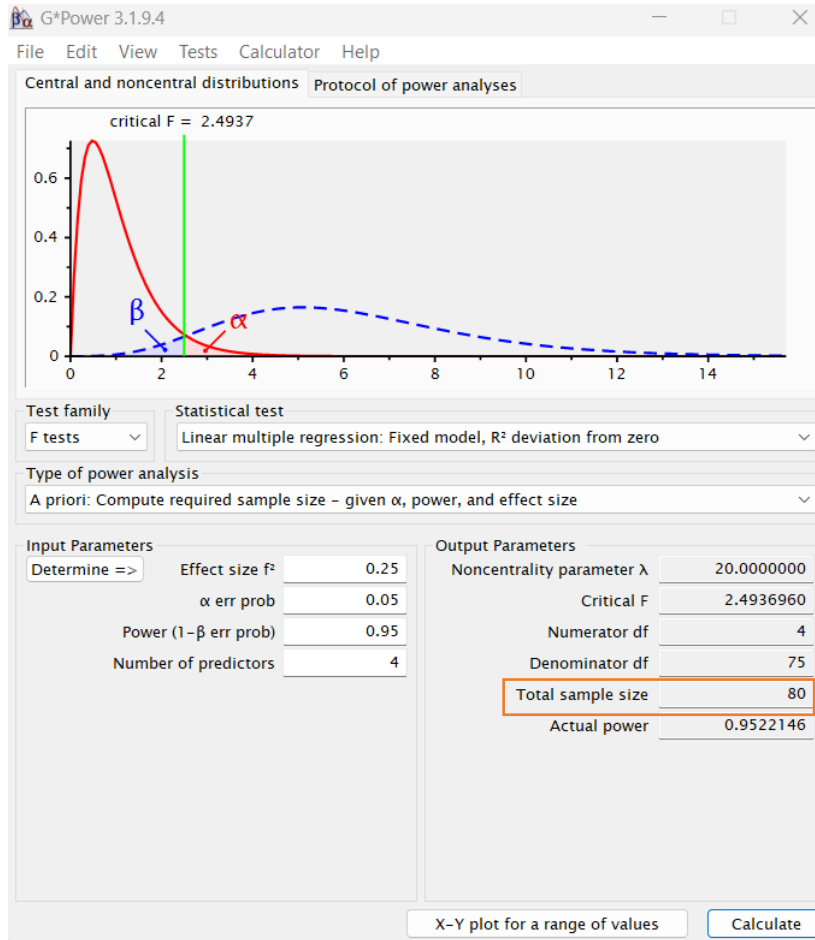


Figure 3.1: Sample Size Determination Using G Power

Number of predictors	Sample sizes based on power analysis			Sample sizes based on new rule-of-thumb		
	Effect size			Effect size		
	Small	Medium	Large	Small	Medium	Large
1	390	53	24	400	53	23
2	481	66	30	475	63	27
3	547	76	35	545	73	31
4	599	84	39	610	81	35
5	645	91	42	670	89	38
6	686	97	46	725	97	41
7	726	102	48	775	103	44
8	757	108	51	820	109	47
9	788	113	54	860	115	49
10	844	117	56	895	119	51
15	952	138	67	1045	139	60
20	1066	156	77	1195	159	68
30	1247	187	94	1495	199	85
40	1407	213	110	1795	239	103

Figure 3.2: Sample Size Determination based on Green (1991) Table

Source: Green (1991)

3.4 Research Instrument

In our study, as a research tool, a questionnaire will be applied. We adopted the questionnaire as our research instrument since it provides us the benefits of less time-consuming, inexpensive, better comparison technique, and better statistical analysis of data collection compared to other research instruments such as interviews. To aid respondents in making decisions, our questionnaire was designed utilizing a fixed-alternative structure with multiple-choice options. The questionnaire comprises demographic questions for the respondents as well.

3.4.1 Questionnaire Design

We have compiled our survey questionnaire into 6 sections. Section A consists of 5 questions on the respondent's demographic profile, including gender, age, education level, years of employment, and nationality. Section B contains 6 questions pertaining to our dependent variable, job satisfaction. Section C pertains to the independent variable, which is direct compensation, and consists of 6 questions. Job security is the focus of Section D, which has a total of 5 questions and is also an independent variable. Under section E, perceived organizational support consists of 6 questions. Section F is comprised of 5 questions pertaining to the mediating variable, psychological empowerment. Section B, C, D, E, and F in the questionnaire are utilizing the 5-point Likert Scale to measure which is from Strongly Agree to Strongly Disagree; Strongly Satisfy to Strongly Dissatisfy. The total question is 28 excluding the demographic profile – Section A. To eliminate

prejudice, each responder was required to answer the same set of questions (Sileyew, 2019).

3.4.2 Pilot Study

The pilot study is critical for improving the overall quality and efficiency of the main study. It exposes researchers to the procedures required in the major study, which aids in the decision to choose the research method best suited to addressing the research question in the testing procedure (In, 2017). According to Johanson & Brooks (2010), the suggested range of respondents for a pilot study is impacted by several variables and is less intuitive than establishing the sample size required to identify a definite impact, given the degree of statistical significance and the necessary statistical power. Hertzog's (2008) recent in-depth research offered several suggestions regarding sample size according to the objective of the pilot study. She suggested targeting a group size of 25-40 for optimal instrument development. Given appropriate effect sizes, Hertzog suggested a sample size of 20-25 for testing the effectiveness of an intervention in a pilot study, but 30-40 for comparing groups (as cited in Johanson & Brooks, 2010). Therefore, we will distribute the amount of 30 sets of questionnaires in Google Form to the employees who are currently employed in hypermarkets. The data will be processed through the SPSS software version 27.

3.5 Construct Measurement

3.5.1 Origin of Construct Measurement

Table 3.2: Section A – Demographic Variables

Section	Items	Scale of Measurement
A	Demographic Variable	
	• Age	• Ordinal
	• Gender	• Nominal
	• Education level	• Ordinal
	• Employment Years	• Ordinal
	• Nationality	• Nominal

Source: Developed for the research

Table 3.2 shows Section A of the questionnaire by using nominal and ordinal scales to construct the questionnaire.

Table 3.3: Section B – Dependent variable, Independent variables, and Mediating Variable

Section	Items	Number of Questions	Sources	Scale
B	Direct Compensation	6	Williams, M. L., Brower, H. H., Ford, L. R., Williams, L. J., & Carraher, S. M. (2008)	Interval (5-point Likert scale)
			Serreqi, M. (2020)	
C	Job Security	5	Goretzki, M. (2016) Papadimitriou, D., Winand, M., & Anagnostopoulos, C. (2017)	Interval (5-point Likert scale)

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

			Rhoades, L., Eisenberger, R., & Armeli, S. (2001)	
D	Perceived Organizational Support	6	Lorenz, T., Heinitz, K., Beer, C., & van Woerkom, M. (2021)	Interval (5-point Likert scale)
			Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986)	
E	Psychological Empowerment	5	Spreitzer, G. M. (1995)	Interval (5-point Likert scale)
			Munir, R. I. S., & Rahman, R. A. (2016)	
F	Job Satisfaction	7	Eliyana, A. & Ahmad, R. S. (2020)	Interval (5-point Likert scale)
			Özpehlivan, M., & Acar, A. Z. (2016)	

Source: Developed for the research

Table 3.3 shows Section B, C, D, E, and F of the questionnaire by using interval scales to construct the questionnaire.

3.5.2 Scale of Measurement

All variables in statistical measurements are classified into one of the four scales of measurement including nominal, ordinal, interval, and ratio (Allanson & Notar, 2020). In our research, we only include nominal, ordinal, and interval scales. It is critical to verify that the criteria for assigning numbers to item characteristics are standardized and used consistently. The

number that we convey to the object attribute will assist us in accomplishing statistical analysis of the statistical data and testing the hypotheses that we have developed (Sekaran & Bougie, 2016).

3.5.2.1 Nominal Scale

The nominal scale is said to be the simplest to understand since they are just used to name or illogically categorize variables. There is no quantitative value or order (Allanson & Notar, 2020). Only names or qualities with at least two classifications are included in the nominal scale, and the classifications exclude any information that is inherently structured (Mishra, Pandey, Singh, & Gupta, 2018). Example includes gender, hair color, and nationality. As a result, nominal scales divide people or things into categories that constitute both independently exclusive and collectively exhaustive (Sekaran & Bougie, 2016).

Example of Nominal Scale:

1. Gender: Male
 Female

Source: Developed for the research

3.5.2.2 Ordinal Scale

The ordinal scale is used when the data is concerned with rank-ordered such as rank from highest to lowest, and it describes how data points relate to one another. Besides, the dispersion of the data points varies (Allanson & Notar, 2020). The ordinal scale may be used for any element that the group wants

to arrange based on their preferences. For example, the ordinal scale allows investigators to order preferences from best to worst or to rate the numbers from 1, 2, 3, and so on (Sekaran & Bougie, 2016). For example, the nominal scale includes age and education level.

Example of Ordinal Scale:

3. Education level

- Secondary school certification
- Certificate / Diploma
- Bachelor's degree / Professional qualification
- Masters
- Others: _____

Source: Developed for the research

3.5.2.3 Interval Scale

By providing constant distances between classifications or data points, known as intervals, the interval scale goes beyond categorizing and sorting. The equal and significant distance between measurements that lack a real zero point is an essential component of interval scales (Allanson & Notar, 2020). Additionally, the measurement scale known as the interval scale allows us to compare the difference in the variables. Different from the ordinal scale, the interval scale allows researchers to analyze the differences between items by representing the value of the interval between the ranks (Sekaran & Bougie, 2016). For example, the interval scale such as the Likert scale that we use for the level of agreement (1 to 5).

Example of Interval Scale:

Table 3.4: Questionnaire Design with Interval Scale

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have the freedom to decide how to do my work.	1	2	3	4	5
2	I have significant autonomy/power in determining how I do my job.	1	2	3	4	5
3	I feel like what I do is very important to the overall goals of my department.	1	2	3	4	5
4	My job activities are personally meaningful to me.	1	2	3	4	5
5	My opinion is able to influence departmental decision-making.	1	2	3	4	5

Source: Developed for the research

3.6 Data Processing

The procedures for information preparation are described in detail in the data processing manual. The data collected by the intended respondents comprise missing values. Data were verified, revised, coded, and transcribed as part of the process (Bougie & Sekaran, 2019).

3.6.1 Data Checking

Verification of information is the first stage in data processing. This stage of the investigation is intended to preserve validity. It allows the researcher to determine whether the data gathered is truly relevant, and it requires the responder to provide thoughtful answers. This is to assess and ensure that the respondents' completed questionnaires are consistent and complete. Incorrect or confounding data would allow for an erroneous response, hence the decision to remove such missing questions would be considered (Bougie & Sekaran, 2019).

3.6.2 Data Editing

The process in the data editing stage includes the identification and correction of any inconsistencies, inaccuracies, or omissions in the information provided by respondents. Omissions may arise because of respondents' failure to comprehend the question, ignorance of the answer, or unwillingness to provide a response. This can be said as an illogical response. A questionnaire may be deemed ineffective for data collecting purposes if it contains more than 25 % of elements that were not answered by the respondent. Therefore, data editing is a crucial part of the data processing process that must take place to maintain the dependability and reliability of this study's findings (Bougie & Sekaran, 2019).

3.6.3 Data Coding

The next stage involves data coding. It necessitates effectively assigning a numerical identifier to the respondent's information to include them in the database. This facilitates data entry and reduces the rate of errors (Bougie & Sekaran, 2019). Coding is becoming increasingly automated due to technological developments, resource restrictions, and, most significantly, concerns about quality and speed (Statistics Canada, 2021). As a result, we use SPSS software as our primary tool for statistical analysis throughout this study. We key in the data and code from 1 to 5 in the software according to the collected responses.

3.6.4 Data Transcribing

Data transcription is the final step in the data processing. It converts a quantitative value's original numerical representation into another value (Bougie & Sekaran, 2019). The coded data will be keyed into the SPSS program, ensuring that the negative questions are reversed. Subsequently, the data will be transcribed by the SPSS program.

3.7 Data Analysis

By analyzing the implications of results from data analysis, we can determine whether our hypotheses are accurate (Sekaran & Bougie, 2016). The Statistical Package for the Social Sciences (SPSS) software version 27 will be implemented in the data analysis procedure after the questionnaire's data have been collected from respondents.

3.7.1 Descriptive Analysis

Descriptive statistics arranges information gathered from every person into some form of graphical representation before summarizing the data to acquire overall knowledge (Allanson & Notar, 2020). For instance, data is presented by using a table form, chart, or graph. Without descriptive statistics, it would be difficult to comprehend and visualize the data, particularly when there is a lot of data involved. In the study, descriptive analysis will be applied to analyze the respondents' demographic information.

3.7.2 Reliability Analysis

The purpose and function of reliability analysis is to examine the properties of measurement instruments and the components that comprise them. The reliability analytical method determines the number of frequently used scale reliability metrics and provides details on the connections between the scale's individual items (IBM, 2021). Cronbach's alpha is used in this research to test the reliability since it can measure the consistency of the connection between each item in a group (Sileyew, 2019). Therefore, we will use Cronbach's alpha to run the reliability data. A coefficient alpha that is less than 0.60 is regarded as poor, a coefficient alpha between the range 0.60 to 0.70 is considered fair, a value between 0.70 to 0.80 is considered good, and a value exceeding 0.80 is very good reliability (Sekaran & Bougie, 2016).

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 3.5 Coefficient Alpha

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Sekaran & Bougie (2016).

Table 3.6 Reliability Analysis Result for Pilot Study

Variables	No. of Item	Cronbach's Alpha Value	Strength of Association
Job Satisfaction	6	0.841	Very Good
Direct Compensation	6	0.789	Good
Job Security	5	0.851	Very Good
Perceived Organizational Support	6	0.816	Very Good
Psychological Empowerment	5	0.745	Good

Source: Developed for the research

3.7.3 Inferential Analysis

Statistics of inferential assessment employ formal methods to derive inferences from sample data and then interpret those conclusions for the entire population (Allanson & Notar, 2020).

3.7.3.1 Pearson's Correlation Coefficient

To measure covariance, we utilized Pearson's correlation coefficient. To avoid direct comparisons of the association strength for scales with various conceivable values, covariance coefficients preserve information about the actual scale ranges. It allows researchers to compare two correlations without considering the variance displayed by each variable (Zikmund et al., 2013). Besides, an adjustment is made to the correlation coefficient to make it always between -1 and +1. We applied Pearson's correlation coefficient to indicate each independent variable's correlation with the dependent variable.

Table 3.7 Pearson Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

Source: Hair, Money, Samouel, & Page (2007).

3.7.3.2 Multiple Regression Analysis

When a study has multiple independent variables and a dependent variable, multiple regression analysis is applied to assess the coefficients in the equation for a straight line. It is an association analysis that investigates the impacts of two or more independent variables on a single, interval-scaled dependent variable at the same time. There is a simple regression equation that expanded to multiple regression analysis as shown below (Zikmund et al., 2013). Furthermore, multiple regression analysis can help us to understand more about the relationship between variables and determine the importance of each independent variable in predicting the dependent variable. It also allows us to quantify the extent to which the variation in the dependent variable can be attributed to the variations in the independent variables (Zikmund et al., 2013). By using multiple regression analysis, we can test the hypotheses for whether they have a significant relationship between the variables. In our research, we use SPSS software version 27 to run our data for analyzing purposes.

$$Y = a + b_1(X_1) + b_2(X_2) + b_3(X_3)$$

Y = Dependent variable (Job Satisfaction)

a = Constant value, Y-intercept

b_i = Value of Parameter Estimates, where i = 1,2,3...

X₁ = Independent variable 1 (Direct Compensation)

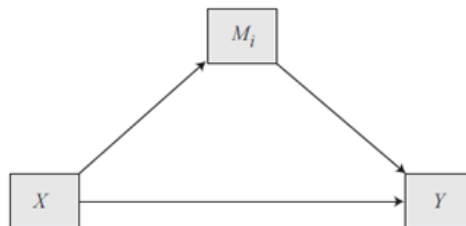
X₂ = Independent variable 2 (Job Security)

X₃ = Independent variable 3 (Perceived Organizational Support)

3.7.3.3 Mediation Analysis

Process analysis explains how mediation and moderation analysis work, and it also demonstrates how they fit together (Hayes, 2013). The PROCESS macro tool developed by Andrew F. Hayes will be used to conduct mediation analysis for this research. It is identified as Model 4 for PROCESS in the SPSS software to conduct the mediation analysis. Before running the analysis, we must install the PROCESS macro from websites, then connect the tool to the SPSS extensions tab. We use PROCESS v4.3 in this study. To get the results, we need to enter the variables that we want to test for the mediation relationship and choose Model 4. After we obtain the result, three terminologies are used: direct effects, indirect effects, and total effects. By examining the indirect effect, we can figure out whether it significantly mediates the relationship between the independent variable, dependent variable, and mediating variable. Also, if the zero value does not include between the lower and upper levels of the bootstrap result, we can conclude that the effect is significantly mediated.

Conceptual Diagram



Statistical Diagram

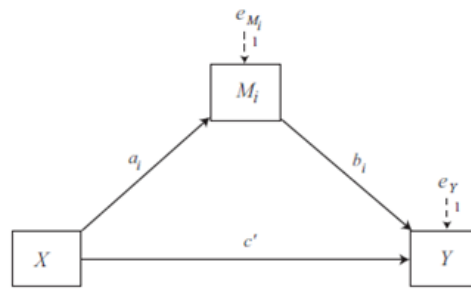


Figure 3.3: Model 4 proposed by Hayes

3.8 Chapter Summary

Overall, we identified and described the research methodology including our research design, target population, sampling technique, data processing, and analysis. In addition, questionnaires as the method for collecting data, sampling design, instrument for research, and construct measurement are also described in this chapter. A pilot study targeted at 30 respondents is conducted for our research because we need to determine and examine the validity and reliability of our questionnaire before executing the full study of 150 respondents. Furthermore, SPSS software is utilized to evaluate the questionnaire's reliability. We also run mediating analysis by using the PROCESS Macro tool.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

The findings of questionnaires will be assessed in this chapter using SPSS version 27, and they will be shown in a table and a figure. Besides, descriptive, and inferential analysis, and the scale measurement are also covered.

4.1 Descriptive Analysis

The aspects of data collection are summed up or explained through descriptive statistics. This part includes 5 questions which are the respondents' demographic information.

4.1.1 Respondent Demographic Profile

The respondents' profiles and statistics comprised age, gender, level of education, employment years, and lastly is nationality.

4.1.1.1 Age

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.1: Respondent's Age Statistic

	Frequency	Percent (%)	Cumulative Percent (%)
Below 25 years old	28	18.7	18.7
26-35 years old	73	48.7	67.3
36-45 years old	42	28.0	95.3
46 years old and above	7	4.7	100.0
Total	150	100.0	

Source: Developed from SPSS Ver. 27

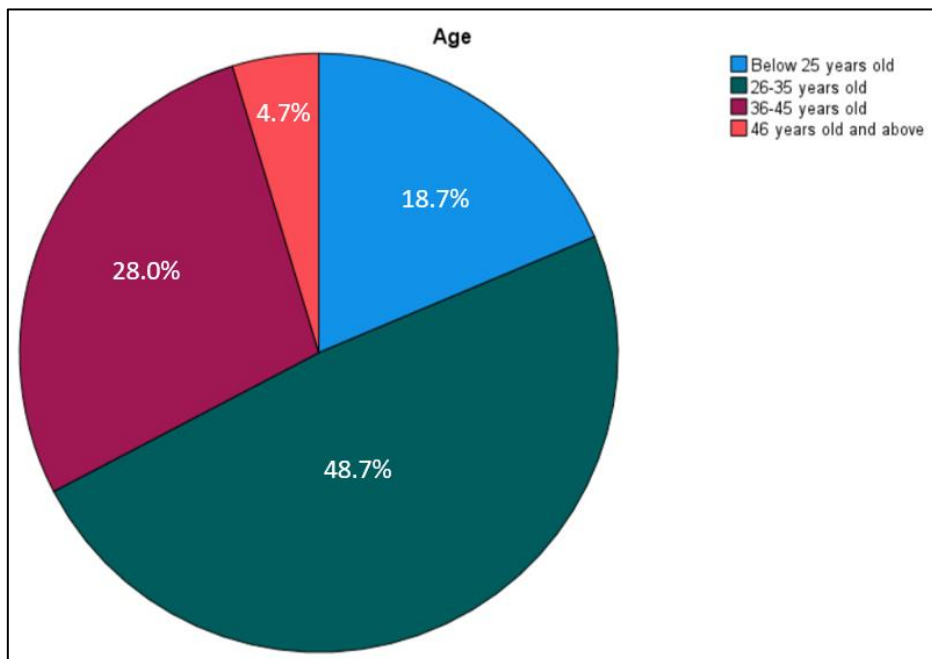


Figure 4.1: Respondent's Age

From Table 4.1 and Figure 4.1, there is 18.7% (28 respondents) of the total 150 respondents are less than 25 years old, 48.7% (73 respondents) are between 26 and 35 years old, 28.0% (42 respondents) are 36-45 years old and 4.7% (7 respondents) is from 46 years old and above.

4.1.1.2 Gender

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.2: Respondent's Gender Statistic

	Frequency	Percent (%)	Cumulative Percent (%)
Male	71	47.3	47.3
Female	79	52.7	100.0
Total	150	100.0	

Source: Developed from SPSS Ver. 27

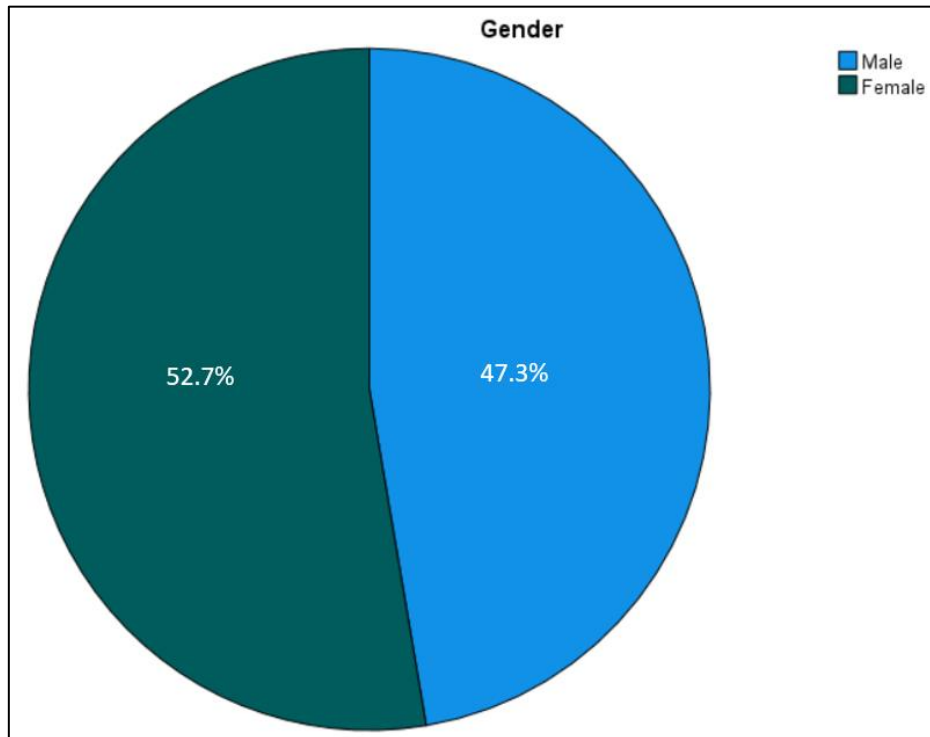


Figure 4.2: Respondent's Gender

From both Table and Figure 4.2, we can identify the percentages of each gender among the 150 respondents. 79 respondents (52.7%) are females, while 71 respondents (47.3%) are males.

4.1.1.3 Education Level

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.3: Respondent's Education Level Statistic

	Frequency	Percent (%)	Cumulative Percent (%)
Secondary school certification	35	23.3	23.3
Certificate / Diploma	56	37.3	60.7
Bachelor's degree / Professional qualification	55	36.7	97.3
Masters	4	2.7	100.0
Total	150	100.0	

Source: Developed from SPSS Ver. 27

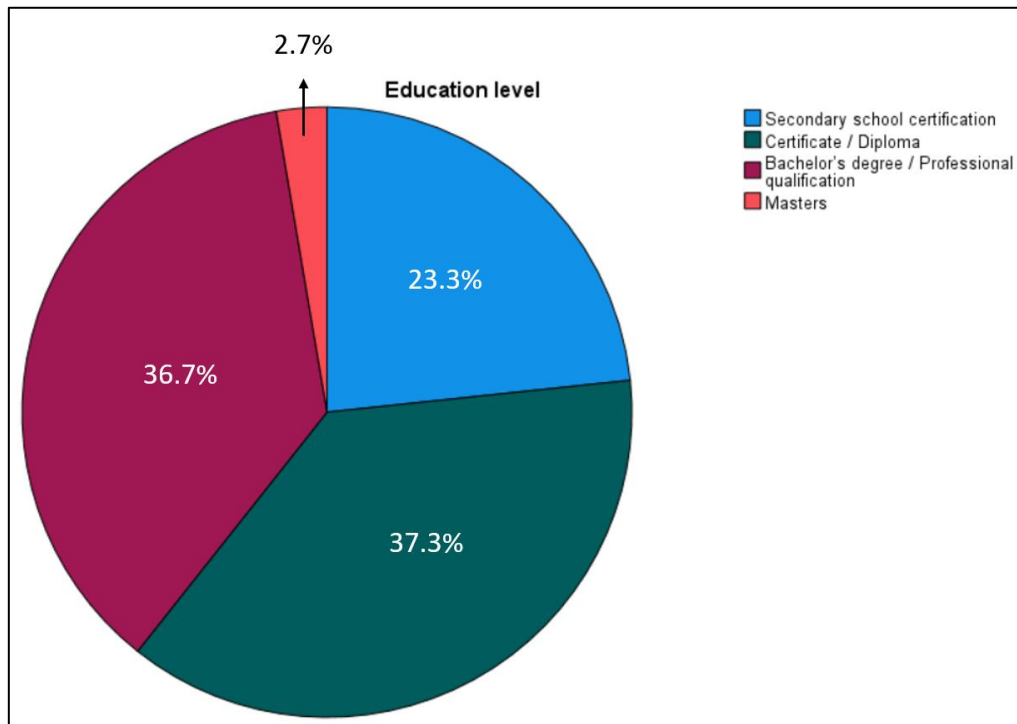


Figure 4.3: Respondent's Education Level

Based on Table 4.3 and Figure 4.3, most of the respondents are Certificate or Diploma holders which is 56 respondents (37.3%). Besides Bachelor's Degree or Professional Qualification holders consist of 55 respondents (36.7%). Next, 35 respondents (23.3%) are Secondary School Certificate holders and 4 respondents (2.7%) are Masters holders.

4.1.1.4 Employment Year

Table 4.4: Respondent's Employment Year Statistic

	Frequency	Percent (%)	Cumulative Percent (%)
Below 3 years	43	28.7	28.7
3-5 years	70	46.7	75.3
Above 5 years	37	24.7	100.0
Total	150	100.0	

Source: Developed from SPSS Ver. 27

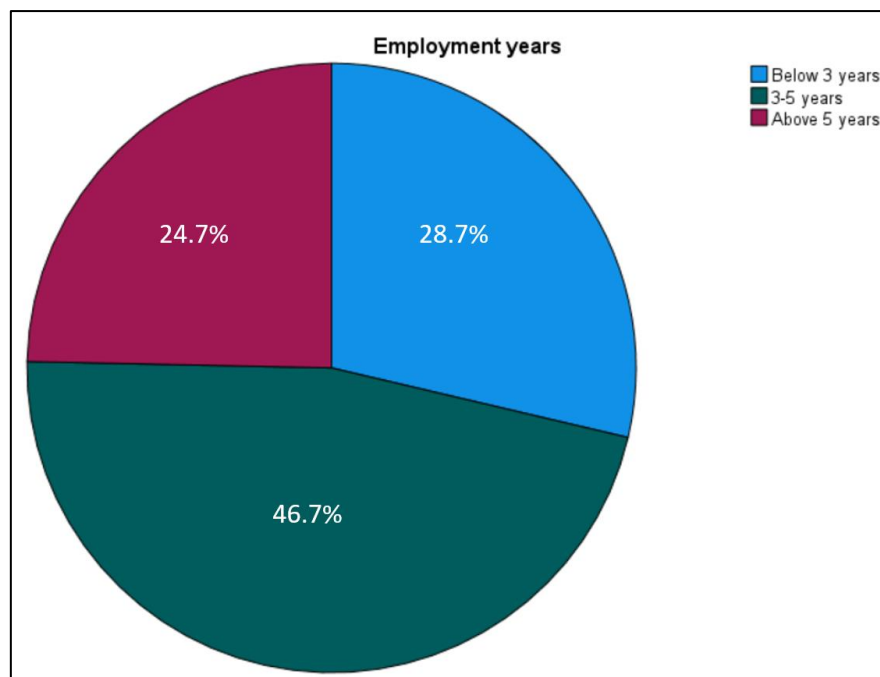


Figure 4.4: Respondent's Employment Year

Both Table and Figure 4.4 demonstrate the years that respondents are employed. There are 43 respondents (28.7%) whose work below 3 years. Besides, respondents whose work between 3 to 5 years and above 5 years are 70 respondents (46.7%) and 37 respondents (24.7%) respectively.

4.1.1.5 Nationality

Table 4.5: Respondent's Nationality Statistic

	Frequency	Percent (%)	Cumulative Percent (%)
Malaysian	148	98.7	98.7
Non-Malaysian	2	1.3	100.0
Total	150	100.0	

Source: Developed from SPSS Ver. 27

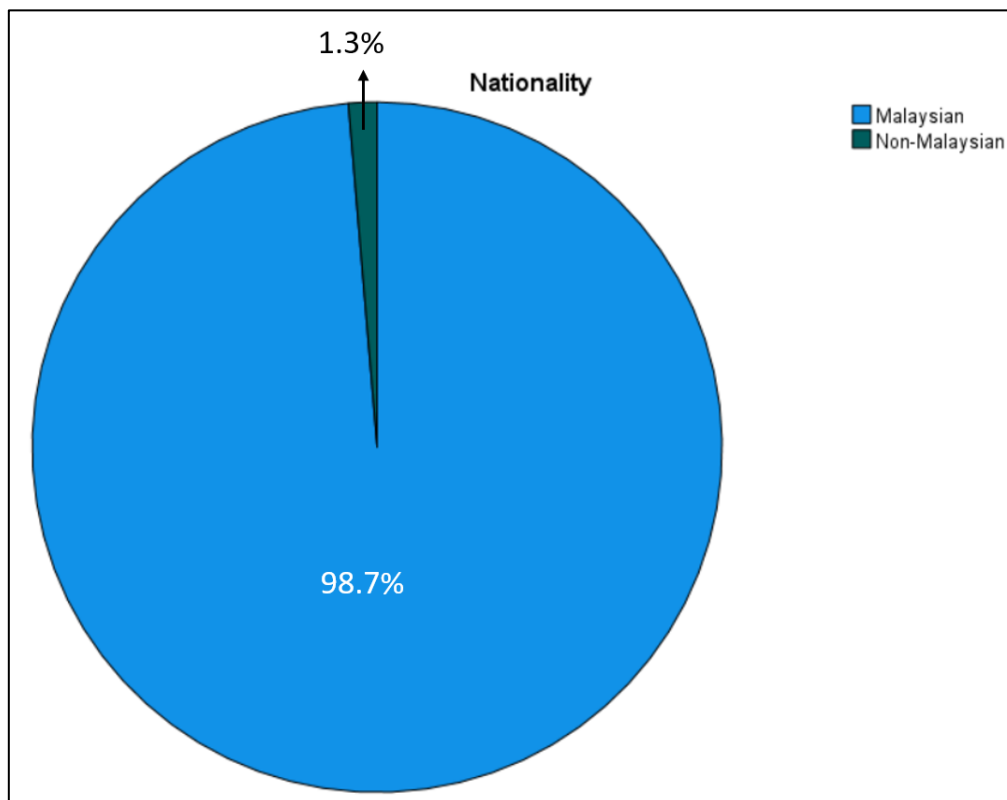


Figure 4.5: Respondent's Nationality

Based on Table 4.5 and Figure 4.5, there are 148 respondents (98.7%) are Malaysian and 2 respondents (1.3%) are Non-Malaysian.

4.1.2 Central Tendencies Measurement of Constructs

In the section, the mean and standard deviation of each item is provided in the table. It gives a clearer explanation for each statement.

4.1.2.1 Job Satisfaction

Table 4.6: Central Tendencies Measurement for Job Satisfaction

No.	Statement	N	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
1.	My workplace practices satisfactory increment and salary scheme.	150	4.4000	4	0.66555	6
2.	I am satisfied with my job in terms of working conditions.	150	4.3667	5	0.85465	1
3.	Every day, I enjoy going to work.	150	4.3600	6	0.76219	2
4.	My supervisor makes me feel contented working under his/her supervision.	150	4.4600	3	0.69156	4
5.	I proudly mention to my friends on my job.	150	4.5000	2	0.75751	3
6.	I have a sense of being part of an organizational family.	150	4.5133	1	0.67293	5
	Average mean:		4.4333			

Source: Developed from SPSS version 27

Based on Table 4.6, item 6 “I have a sense of being part of an organizational family.” has the highest mean of 4.5133 while item 3 “Every day, I enjoy going to work.” has the lowest mean which is 4.3600. The greatest mean value suggests a consensus among the respondents regarding the variable in question. On average, the mean is 4.4333. Besides, the highest standard deviation (0.85465) is “I am satisfied with my job in terms of working

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

conditions.” while the lowest standard deviation (0.66555) is “My workplace practices satisfactory increment and salary scheme.”.

4.1.2.2 Direct Compensation

Table 4.7: Central Tendencies Measurement for Direct Compensation

No.	Statement	N	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
1.	How satisfied are you with the amount of your current salary?	150	4.2933	2	0.80724	3
2.	How satisfied are you with your overall level of pay?	150	4.1933	4	0.91737	1
3.	How satisfied are you with the consistency of the organization’s pay policies?	150	4.1533	6	0.78353	4
4.	How satisfied are you with the increment you have typically received in the past?	150	4.1800	5	0.85976	2
5.	How satisfied are you with your most recent increment?	150	4.2067	3	0.75349	6
6.	The way bonuses, incentives, and commissions are used in this organization.	150	4.4267	1	0.76278	5
Average mean:			4.2422			

Source: Developed from SPSS version 27

According to Table 4.7, the statement “The way bonuses, incentives, and commissions are used in this organization.” has the highest mean value 4.4267. Besides, the lowest value for the mean (4.1533) is “How satisfied are you with the consistency of the organization’s pay policies?”. On average, the mean is 4.2422. Next, the statement “How satisfied are you with your overall level of pay?” has the highest standard deviation, while “How satisfied are you with your most recent increment?” is the lowest standard deviation with the values 0.91737 and 0.75349 respectively.

4.1.2.3 Job Security

Table 4.8: Central Tendencies Measurement for Job Security

No.	Statement	N	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
1.	I am confident that I will be able to work for my company as long as I wish.	150	4.4667	3	0.74785	1
2.	My job will be there as long as I want it.	150	4.4400	4	0.67037	4
3.	I am satisfied with the job security in this organization.	150	4.5200	2	0.69243	2
4.	I am certain about what my responsibilities will be six months from now.	150	4.5733	1	0.68880	3
5.	I know all regulations of this organization.	150	4.4667	3	0.65196	5
Average mean:			4.4933			

Source: Developed from SPSS version 27

The measurement for job security is displayed in Table 4.8. Based on the table, item 4 “I am certain about what my responsibilities will be six months from now.” has a mean of 4.5733 which is the highest, and item 2 “My job will be there as long as I want it.” has the lowest mean, 4.4400. Besides, the statements “I am confident that I will be able to work for my company as long as I wish.” and “I know all regulations of this organization.” are same ranked 3 in the table respectively. On average, the mean is 4.4933. Next, the greatest standard deviation (0.74785) is “I am confident that I will be able to work for my company as long as I wish.” and the lowest standard deviation (0.65196) is “I know all regulations of this organization.”

4.1.2.4 Perceived Organizational Support

Table 4.9: *Central Tendencies Measurement for Perceived Organizational Support*

No.	Statement	N	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
1.	My organization strongly considered my goals and values.	150	4.3867	5	0.74893	2
2.	Help is available from my organization when I have a problem.	150	4.6467	1	0.59231	6
3.	If I get my job done on time, I have more influence with my immediate supervisor.	150	4.5133	3	0.69259	4
4.	Getting work done on time is rewarded with high pay.	150	4.2200	6	0.80992	1
5.	My company allows me to do my work in the way best suits my strengths.	150	4.5000	4	0.69272	3
6.	In my company, I receive training to improve my weakness.	150	4.5800	2	0.63742	5
	Average mean:		4.4745			

Source: Developed from SPSS version 27

According to Table 4.9, the results show that “Help is available from my organization when I have a problem.” has the highest mean which is 4.6467 with the lowest standard deviation of 0.59231. Next, the statement “Getting work done on time is rewarded with high pay.” has the lowest mean value which is 4.2200 with the highest standard deviation of 0.80992. On average, the mean is 4.4745.

4.1.2.5 Psychological Empowerment

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.10: Central Tendencies Measurement for Psychological Empowerment

No.	Statement	N	Mean	Mean Ranking	Standard Deviation	Standard Deviation Ranking
1.	I have the freedom to decide how to do my work.	150	4.3600	3	0.75334	2
2.	I have significant autonomy/power in determining how I do my job.	150	4.2933	4	0.70040	5
3.	I feel like what I do is very important to the overall goals of my department.	150	4.4800	2	0.72092	3
4.	My job activities are personally meaningful to me.	150	4.5467	1	0.71968	4
5.	My opinion is able to influence departmental decision-making.	150	4.1667	5	0.85465	1
	Average mean:		4.3693			

Source: Developed from SPSS version 27

Based on Table 4.10, the highest mean (4.5467) is the statement “My job activities are personally meaningful to me.” Besides, the lowest mean (4.1667) is the statement “My opinion is able to influence departmental decision-making.” with the highest standard deviation of 0.85465. Next, the lowest standard deviation 0.70040 is the statement “I have significant autonomy/power in determining how I do my job.”. On average, the mean is 4.3693.

4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.11: Reliability Analysis Result in Full Study

Variables	No. of Item	Cronbach's Alpha	Level of Reliability
Job Satisfaction	6	0.780	Good
Direct Compensation	6	0.679	Moderate
Job Security	5	0.726	Good
Perceived Organizational Support	6	0.785	Good
Psychological Empowerment	5	0.758	Good

Source: Developed for the research

According to Sekaran & Bougie (2016), the internal consistency reliability is considered high when Cronbach's alpha is closer to 1. Sekaran & Bougie (2016) also defined that alpha coefficient values between 0.6 to 0.8 are acceptable and good. Therefore, based on Table 4.11 above, all the variables of our full study are acceptable and good. The variables (Job Security, Perceived Organizational Support, Psychological Empowerment) have good reliability in Cronbach's alpha while (Direct Compensation) has moderate and acceptable reliability since it has a value above 0.6. As well as dependent variable (Job Satisfaction) also has good reliability which is 0.780. In summary, Perceived Organizational Support has the highest Cronbach's Alpha value compared to other variables in this research.

4.3 Inferential Analysis

4.3.1 Pearson's Correlation Analysis

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.12: Pearson's Correlation Coefficient

		Job Satisfaction
Direct Compensation	Pearson Correlation	.600**
	Sig. (2-tailed)	<.001
	N	150
Job Security	Pearson Correlation	.638**
	Sig. (2-tailed)	<.001
	N	150
Perceived Organizational Support	Pearson Correlation	.636**
	Sig. (2-tailed)	<.001
	N	150

** . Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4.12 shows a positive relationship between the independent variables (Direct Compensation, Job Security & Perceived Organizational Support) and the dependent variable (Job Satisfaction). Therefore, it means that the higher the (Direct Compensation, Job Security & Perceived Organizational Support), the higher the Job Satisfaction. Direct Compensation has a 0.6 correlation with Job Satisfaction while Job Security has a 0.638 correlation with Job Satisfaction, and Perceived Organizational Support has a 0.636 correlation with Job Satisfaction.

The value of the correlation between the independent variables and dependent variable falls under the coefficient range of 0.6 and above. This means that the strength of the associations is moderate. In summary, Job Security has the highest association with Job Satisfaction followed by Perceived Organizational Support and Direct Compensation. Since the p-value of each of the three variables is <0.001 which is less than the alpha value of 0.05, therefore the relationship between the independent variables and the dependent variables is significant.

4.3.2 Multiple Linear Regression Analysis

Table 4.13: *Model Summary*

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.713 ^a	.509	.499	.36013

- a. Predictors: (Constant), Direct Compensation, Job Security, Perceived Organizational Support
- b. Dependent Variable: Job Satisfaction

According to Table 4.13 above, the correlation coefficient (R-value) between the independent variables and the dependent variable is 0.713. The R square shows the degree or proportion to which the independent variables can explain variations in the dependent variable. In our research, it shows the R square of 0.509, which implies that the independent factors can explain about 50.9% of the variance in the dependent variable. In this study, the remaining 49.1% is left unexplained. According to Table 3.7 Pearson Correlation Coefficient, the R-value of 0.713 is a strong association between the dependent variable (Job Satisfaction) and independent variables (Direct Compensation, Job Security, Perceived Organizational Support).

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.621	3	6.540	50.429	<.001 ^b
	Residual	18.935	146	.130		
	Total	38.556	149			

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Direct Compensation, Job Security, Perceived Organizational Support

ANOVA table shows the F value of 50.429 and the significant p-value is <0.001 which is less than the alpha value of 0.05. Therefore, the data of this study is significant and effective to describe how the dependent and predictor variables relate to one another. The independent variables (Direct Compensation, Job Security, Perceived Organizational Support) are significant to explain the variance in the dependent variable (Job Satisfaction).

Table 4.15: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.700	.305		2.291	.023
	Direct Compensation	.276	.077	.274	3.579	<.001
	Job Security	.322	.094	.302	3.407	<.001
	Perceived Organizational Support	.250	.098	.238	2.562	.011

- a. Dependent Variable: Job Satisfaction

According to Table 4.15 above, we can determine that the independent variables are significant in predicting the dependent variable.

Hypotheses of the study

H1: There is a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.

The p-value for direct compensation is $<.001$ which is less than the alpha value of 0.05. Therefore, direct compensation is significant to predict the dependent variable in this study. Thus, the hypothesis is accepted.

H2: There is a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.

The p-value for job security is $<.001$ which is less than the alpha value of 0.05. Therefore, job security is significant to predict the dependent variable in this study. Thus, the hypothesis is accepted.

H3: There is a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

The p-value for perceived organizational support is 0.011 which is less than the alpha value of 0.05. Therefore, perceived organizational support is significant to predict the dependent variable in this study. Hence, the hypothesis is accepted.

Besides, the result from Table 4.15 demonstrates the contribution level for each of the independent variables to the significance of predicting job satisfaction. The highest standards coefficient is 0.302 (Job Security) which

contributed most to explaining the variation of job satisfaction. As a result, Job Security is significant. Followed by 0.274 (Direct Compensation) and 0.238 (Perceived Organizational Support). Thus, Perceived Organizational Support is the predictor factor that contributes the least compared to the other independent variables.

Multiple Regression Equation:

$$Y = a + b_1(X_1) + b_2(X_2) + b_3(X_3)$$

Where Y = Dependent Variable (Job Satisfaction)

a = Constant, Y-intercept

b_i = Value of Parameter Estimates, where i = 1,2,3...

X₁ = Independent Variable 1 (Direct Compensation)

X₂ = Independent Variable 2 (Job Security)

X₃ = Independent Variable 3 (Perceived Organizational Support)

$$\text{Job Satisfaction} = 0.700 + 0.276 (\text{Direct Compensation}) + 0.322 (\text{Job Security}) + 0.250 (\text{Perceived Organizational Support})$$

4.3.3 Mediation Analysis

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Table 4.16: Mediation Analysis PROCESS Macro (POS & JS)

Hypotheses 4	Effect	p	BootLLCI	BootULCI
Total	0.6663	0.0000	0.5348	0.7977
Direct Effect	0.4202	0.0000	0.2569	0.5834
	Effect	BootSE	BootLLCI	BootULCI
Indirect Effect	0.2461	0.0914	0.0937	0.4451

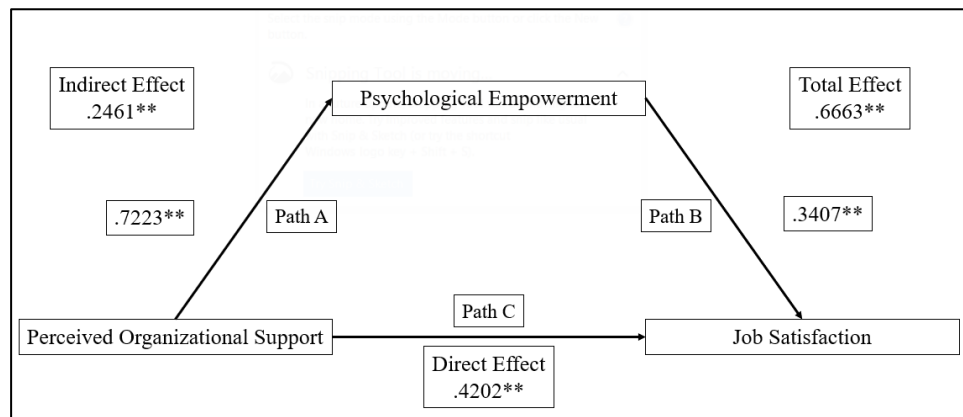


Figure 4.6: Mediation Analysis PROCESS Macro (POS & JS)

The analysis above shows positive and significant results for Path A between perceived organizational support and psychological empowerment ($b=.7223$, $s.e.=.0686$, $p<.001$). While Path B shows positive and significant results between psychological empowerment and job satisfaction ($b=.3407$, $s.e.=.0748$, $p<.001$). The direct effect of perceived organizational support on job satisfaction is positive and significant ($b=.4202$, $s.e.=.0826$, $p<.001$). This suggests that job satisfaction increases with psychological empowerment.

Based on Figure 4.6, the output of the indirect effect of H4 is shown. It can demonstrate whether psychological empowerment serves as a mediator between perceived organizational support and job satisfaction. The bootstrap result's confidence interval has an upper level (bootULCI) of 0.4451 and a lower level (bootLLCI) of 0.0937. If the lower and upper levels

of the 95% confidence interval are in the value range of zero, then there is no indirect effect (no mediation effect).

Based on our mediation results, the indirect effect which is 0.2461 is significant since there is no zero value between the BootLLCI (.0937) and BootULCI (.4451) with a confidence level of 95%. Moreover, the total effect (.6663) is combined with direct and indirect effects. The direct effect (.4202) has a larger proportion than the indirect effect (.2461) in our study. In summary, there is a significant direct effect of Perceived Organizational Support on Job Satisfaction through Psychological Empowerment.

4.4 Conclusion

In Chapter 4, all the results we obtained for our study were generated from SPSS software and PROCESS macro. In summary, this chapter discussed descriptive and inferential analysis, as well as the scale measurement, and the findings showed that the independent variables are significant to explain the variance in dependent variables. In Chapter 5, the analysis and significant results will be further discussed.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

The primary findings of our study, as well as both the theoretical and practical implications that followed from the earlier chapters, will be covered in the last chapter. We will also discuss limitations of the research and make suggestions for further investigation.

5.1 Discussions of Major Findings

Table 5.1: Summary Finding of Hypotheses Testing

Hypotheses	Result	
H1: There is a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.	B= 0.276 P<0.001 (P<0.05)	Accepted
H2: There is a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.	B= 0.322 P<0.001 (P<0.05)	Accepted
H3: There is a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.	B= 0.250 P<0.001 (P<0.05)	Accepted
H4: There is a mediating effect of psychological empowerment on the relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.	Total Effect = 0.6663 Direct Effect = 0.4202 Indirect Effect = 0.2461 BootLLCI = 0.0937 BootULCI = 0.4451	Accepted

5.1.1 Direct Compensation and Job Satisfaction

H1: There is a significant relationship between direct compensation and job satisfaction among hypermarket employees in the retail industry.

The results imply that the greater the direct compensation, the higher the job satisfaction since it has a correlation coefficient value of 0.6. In addition, the p-value result <0.001 which is less than the alpha value of 0.05, therefore

the relationship between direct compensation and job satisfaction is significant.

The study result indicates that direct compensation can help to motivate and stimulate employees' job satisfaction. When employees received direct compensation such as monetary rewards and benefits, they will be more satisfied with their job. The study reveals a clear correlation between direct compensation and job satisfaction. This indicates that when an organization increases the direct compensation offered to the employees, their job satisfaction will be increased, and their performance levels also improve. These findings align with earlier research conducted by Muguongo, Muguna, & Muriithi (2015) and Permana et al. (2021), in their respective studies, they observed a significant impact of direct compensation significantly influenced job satisfaction.

Based on the study, high direct compensation will enhance hypermarket employees' job satisfaction in Malaysia's retail industry. The outcome is consistent with the proposed hypothesis, indicating that a strong association between direct compensation and job satisfaction.

5.1.2 Job Security and Job Satisfaction

H2: There is a significant relationship between job security and job satisfaction among hypermarket employees in the retail industry.

The results show the greater the job security, the higher the job satisfaction with a correlation coefficient value of 0.638. In addition, the p-value is <0.001 and it is less than the alpha value of 0.05, therefore the relationship between job security and job satisfaction is significant.

This outcome shows that if employees are given a secure atmosphere to work in, their desire to remain with the company will be higher. In a study

conducted by Brockner (1992), it was discovered that employees working in companies undergoing downsizing through redundancy schemes experienced a decline in motivation, morale, and confidence, along with an increase in stress levels. This phenomenon was termed the "Survivor Syndrome." Additionally, Green, Felstead, & Burchell (2000) demonstrated that job insecurity has detrimental effects on the well-being of employees, leading to repercussions on their mental health and affecting job satisfaction. Hypothesis 2 claimed that job security has a significant impact on job satisfaction, which is supported by previous research (Nikolaou, Theodossiou, & Vasileiou, 2005).

5.1.3 Perceived Organizational Support and Job Satisfaction

H3: There is a significant relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

Perceived organizational support and job satisfaction have a significant positive link with one another, according to the findings from the preceding chapter. The outcome indicates that the more perceived organizational support that employees received, the higher the job satisfaction with a 0.636 correlation coefficient value. In addition, the p-value result <0.001 which is less than the 0.05 alpha value, therefore the relationship between the perceived organization support and job satisfaction is significant.

Employee satisfaction significantly impacts industry quality and organizational profitability. Perceived organizational support plays a vital role in shaping job satisfaction, as employees' beliefs about organizational values affect workplace attitudes and behaviors, influencing their performance and fulfillment of needs (Thevanes & Saranraj, 2018). When employees feel that their organization really cares about them, it helps them feel valued, respected, and part of a group. This makes them think that if

they work hard and go beyond their usual duties for the company, their efforts will be noticed and rewarded. Because of this mutual kindness, employees become more emotionally connected to the organization and are motivated to work even harder for its success (Eisenberger et al., 1986; Shore & Shore, 1995). Eisenberger, Cummings, Armeli, & Lynch (1997) explored the relationship between perceived organizational support and job satisfaction.

5.1.4 Perceived Organizational Support and Job Satisfaction mediated by Psychological Empowerment

H4: There is a mediating effect of psychological empowerment on the relationship between perceived organizational support and job satisfaction among hypermarket employees in the retail industry.

There is a significant perceived organizational support indirect effect on job satisfaction through psychological empowerment among hypermarket employees in Malaysia's retail industry. From the result, the indirect effect (IE= 0.2461) is significant since there is no zero value between the BootLLCI (.0937) and BootULCI (.4451) with a confidence level of 95%. The direct effect (.4202) has a larger proportion than the indirect effect (.2461) in our study.

According to Spreitzer's research in 1997, psychological empowerment is present when employees in a company believe they have a degree of influence over their work situations. This sense of empowerment leads to better performance for both individuals and the organization, as it enables employees to work towards their personal objectives. This is achieved by giving employees the authority to engage in decision-making, evaluate their own tasks, and identify and resolve issues. According to social exchange theory, this study posits that psychological empowerment plays a pivotal role in influencing employee behavior by fostering and maintaining high-

quality relationships. When employees develop a positive connection with their job and organization, it reinforces the bond between them within the framework of social exchange theory. Thus, individuals will repay the organizational support through various means and experience higher levels of job satisfaction (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020). Therefore, there is proven that psychological empowerment can enhance the relationship between perceived organizational support and job satisfaction.

5.2 Implications of the Study

5.2.1 Theoretical Implications

The main two underlying theories in this study are Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. First is Maslow's Hierarchy of Needs. Maslow's Hierarchy of Needs is a theory of human motivation proposed by psychologist Abraham Maslow in 1943. It suggests that people are motivated to fulfill certain needs that are arranged in a hierarchical structure. Through the results of the survey, we can see most employees will be satisfied with their jobs once their needs have been fulfilled and this will lead to better work performance.

Next is Herzberg's Two-Factor Theory, also known as the Two-Factor Motivation-Hygiene Theory or Dual Factor Theory. It is a motivational theory proposed by psychologist Frederick Herzberg in the late 1950s. This theory aims to understand and explain factors that influence employee motivation and job satisfaction in the workplace. There are two sets of factors that affect employee attitudes and behaviors which are Hygiene Factors (or Maintenance Factors) and Motivational Factors. Hygiene Factors are related to the work environment and include things like salary, work conditions, job security, and relationships with colleagues and bosses

while Motivational Factors are related to the content of the job itself and can lead to job satisfaction and motivation such as incentives and rewards, clear goals and feedback, recognition, and appreciation and more. From the study findings, a lot of employees will show a high job satisfaction when they been offering a high salary and rewards. Besides, job security also can lead to better job satisfaction and work performance. Once the organization have provided the factors above, employees will feel satisfied and showing better work-related behaviors.

5.2.2 Practical Implications

In this study, we have concluded the research findings about the organisational factors that can influence job satisfaction such as direct compensation, perceived organizational support, job security, and others. The research findings can help organizations design and implement employee engagement initiatives to enhance overall job satisfaction. Job satisfaction is a significant measure of how employees perceive their positions and a determinant of work-related behaviors such as engagement, citizenship, absenteeism, and turnover. Therefore, by understanding the factors that contribute to job satisfaction can aid in creating a positive work environment and promoting employee well-being.

First, the research shows that employees will have better job satisfaction when employees have a sense to be a part of the organization. This indicates companies should create mentorship or coaching initiatives aimed at fostering the exchange of knowledge and providing career direction. These can help employees feel supported and valued and close up the relationship between employees and the organization.

Second, the study result shows that employees are caring about the way bonuses, incentives, and commissions are used in the organization. They will feel satisfied with their job when they received bonuses, incentives, and

commissions. Organizations can create personalized bonuses and rewards that match the specific preferences and objectives of each employee. By offering customized incentives, the organization demonstrates its appreciation for the distinct contributions and ambitions of every employee, and this will make the employees feel they are being noticed and supported by the organization. Besides, the managers should ensure that the distribution of bonuses, incentives, and commissions is fair and relies on clear and impartial performance metrics. This can enhance the sense of justice among the employees and can contribute to increased job satisfaction.

Thirdly, the study result indicates that employees will experience greater job security and confidence when they possess a comprehensive understanding of their employment obligations and duties. Therefore, the company's manager must introduce a detailed job description for the employees to clearly outline the responsibilities, tasks, and performance expectations to avoid confusion and promote a sense of clarity. Besides, it is essential for the company to provide employees with training and development programs so that the employee's skills and competencies can be improved. When employees have mastered the relevant skills, employees will feel more secure in their roles and have a stronger sense of job stability.

Next, employees will experience better perceived organizational support when they receive assistance in navigating challenges they encounter. Company can establish Employee Assistance Programs (EAPs) to provide discreet counseling, supportive resources, and assistance to address the personal and work-related difficulties faced by employees. Besides, company can regularly express recognition and appreciation for employees' achievements and contributions to strengthen their sense of belonging and value.

Lastly, company can enhance the perceived organizational support through the psychological empowerment. The results indicates that employees will experience better psychological empowerment when they perceive their job as meaningful. Therefore, company should create clear purpose and mission

for the employees to ensure that employees understand how their individual roles contribute to the larger goals of the company. When employees recognize the significant influence of their contributions, it boosts their sense of empowerment. As the conclusion, by understanding how the organizational factors can affect job satisfaction, organization can design a lot of strategies to improved employees' job satisfaction.

5.3 Limitations of the Study

We have discussed the organisational factors that appeared to be significant to job satisfaction. Besides, we have also pointed out the mediating variable of psychological empowerment to the relationship between perceived organizational support and job satisfaction. Nevertheless, we have figured out some limitations when doing the research.

Firstly, our study has the limitation of a cross-sectional study. Cross-sectional studies gather information at a specific moment, making it complex to establish the chronological order or cause-and-effect relationship between different factors. Cross-sectional studies examine the existing occurrence of a specific phenomenon at a particular point in time, yet they do not offer insights into its occurrence rate or variations across different time periods. In essence, cross-sectional studies provide a snapshot of a single moment, preventing the comprehensive exploration of dynamic changes that occur over extended periods. Because of this, important information about how things change over time and the path they follow might not be clear, making it harder to really understand how something behaves over a long period. Therefore, the cross-sectional study may lead to the data collected did not reflect the long-term behavior of the employees thus failing to showcase the overall trends in job satisfaction among the employees.

The second limitation of our study is that the data collecting method we used, the snowball sampling approach, is classified as a non-probability sampling methodology. This data collection technique was chosen primarily because it is quicker and more cost-effective. It is suitable for us as well as it is suitable for the study with limited resources or tight timelines. There are a few limitations of the non-probability sampling method that were discovered in this study. First, non-probability sampling methods are not representative. Non-probability sampling methods do not guarantee that each member of the population has a known and nonzero chance of selection. Therefore, the sample might not accurately represent the whole population, potentially introducing biases and inaccuracies in the conclusions drawn from the data. The second limitation of the non-probability method is it may be affected by sampling bias because certain segments of the population may be more or less likely to be included in the sample. This bias can lead to results that do not accurately reflect the true characteristics of the population. Last, the non-probability methods will bring some challenges in statistical analysis. For instance, non-probability samples can render specific statistical analyses and tests less suitable or even invalid because of the lack of known sampling probabilities.

Furthermore, another limitation identified in this study is the resource constraints. We have limited budgets, time, and access to necessary tools or equipment that can influence the quality of research. For instance, we only have one semester to collect the data. Therefore, to save time, we select the snowball sampling approach, even though this may result in some of the constraints mentioned in the preceding sentence. Besides, due to limited access, we cannot reach some research and journals from other researchers. This has limited us to refer to the studies that were done by other authority researchers.

Lastly, we have sent a lot of emails to the Human Resources Department or the customer services of the hypermarkets to invite their employees to fill in the survey but most of them did not reply to our emails. Therefore, we spent a lot of time in the data collection stages by visiting the hypermarket physically and pleaded the employees to fill in the survey. However, there are some employees refused to participate in our study due to their workplace restrictions.

5.4 Recommendations for Future Research

There is still a lot of space to improve in future research to produce better and more reliable studies. Therefore, we have concluded our experiences and made some advice that may help in future research.

First, we encourage future researchers to conduct a long-term study for a few years to obtain more concrete results. Longitudinal studies involve collecting data from the same subjects repeatedly over an extended period. This helps researchers see how things change, figure out why they change, and discover patterns that happen over a long time. Longitudinal studies give a better and more detailed view than just looking at things one time, which helps researchers understand how different things act and change together as time goes on.

Second, future researchers are encouraged to apply probability sampling method rather than non-probability sampling method when doing the data collection. This is because the probability sampling method can help to reduce bias by providing an equal chance for each member of the population to be included in the sample. Besides, the researchers can determine the necessary sample size to achieve a desired level of precision through the probability sampling method.

Third, we advised future researchers to do a proper plan before the data collection. Since the data collection process is a crucial part of the study, the results may be affected if the data collected were inaccurate or incomplete data. Therefore, it is important to plan before collecting the data. A proper plan can help to balance multiple tasks, such as data collection, analysis, and reporting while deciding the prior of the tasks. The plan should consist of the sampling method that can be used in the study, the ways to select the sample population, the ways to find the respondents, and other details that should be considered in the data collection process. By considering all the details, the data collected will be more accurate and

this will help to get reliable results for the study. Besides, by planning, limitations such as resource constraints can be overcome. A lot of time can be saved if future researchers plan well how to find and contact the respondents. This can help them avoid wasting time sending numerous emails to locate respondents and getting rejected.

Lastly, future researchers must consider ethical issues when doing the research. For example, the researchers must navigate ethical issues, such as ensuring informed consent, avoiding harm to participants, and maintaining privacy and confidentiality. By protecting the privacy of participants and showing respect to them, researchers will be able to stimulate the passion and willingness of the respondents to participate in the study.

5.5 Conclusions

In summary, our research discovered a positive relationship between organisational factors (direct compensation, job security, and perceived organizational support) with the mediating variable, psychological empowerment, and job satisfaction among hypermarket employees in the retail industry in Malaysia. Besides, it is proved that the hypotheses are accepted, and the outcomes showed that the independent variables are significant to explain the variance in dependent variables. Our study may have overlooked certain related factors that may influence the employees' job satisfaction. Consequently, future researchers ought to conduct comprehensive investigations to enrich our understanding and improve job satisfaction among employees.

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Appendices

Appendix A: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)

FACULTY OF BUSINESS AND FINANCE (FBF)

Survey Questionnaire

TOPIC: Organisational factors affecting job satisfaction among hypermarket employees in the retail industry

Dear respondents,

We are students of Bachelor of Business Administration (HONOURS) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this study is to determine job satisfaction among hypermarket employees in the retail industry. This study can help us to know more about factors affecting job satisfaction among hypermarket employees.

There are SIX (6) sections in this questionnaire. Section A is on demographics. Section B, C, D, E, and F cover all of the variables (Job Satisfaction, Direct Compensation, Job Security, Perceived Organizational Support, and Psychological Empowerment) in this study. Please read the instructions carefully before answering the questions. Please answer ALL questions in ALL sections. Completion of this questionnaire will take you approximately 5 to 8 minutes.

The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purpose.

Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation. If you have any questions regarding this questionnaire, you may contact us at chaihuien.01@utar.my (Chai Hui En).

Thank you very much for your cooperation and willingness to participate in this study.

Yours sincerely,

Chai Hui En

Ong Hwei Kei

Teo Eu Jin

Wee Jia Sing

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - For assessment of any application to UTAR
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at chaihuien.01@utar.my.

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

[] I disagree, my personal data will not be processed.

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Section A: Demographic Profile

Please tick (✓) the items below with a suitable answer.

1. Age

- Below 25 years old
- 26-35 years old
- 36-45 years old
- 46 years old and above

2. Gender

- Male
- Female

3. Education level

- Secondary school certification
- Certificate / Diploma
- Bachelor's degree / Professional qualification
- Masters
- Others: _____

4. Employment years

- Below 3 years
- 3-5 years
- Above 5 years

5. Nationality

- Malaysian
- Non-Malaysian

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Section B: Job Satisfaction

Based on your experience, please select the choice that best reflects your level of agreement with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Dependent Variable: Job Satisfaction						
1	My workplace practices satisfactory increment and salary scheme.	1	2	3	4	5
2	I am satisfied with my job in terms of working conditions.	1	2	3	4	5
3	Every day, I enjoy going to work.	1	2	3	4	5
4	My supervisor makes me feel contented working under his/her supervision.	1	2	3	4	5
5	I proudly mention to my friends on my job.	1	2	3	4	5
6	I have a sense of being part of an organizational family.	1	2	3	4	5

Section C: Direct Compensation

Based on your experience, please select the choice that best reflects your level of satisfaction with the following statements.

No.	Questions	Strongly Dissatisfy	Dissatisfy	Neutral	Satisfy	Strongly Satisfy
Independent Variable 1: Direct Compensation						
Pay level						
1	How satisfied are you with the amount of your current salary?	1	2	3	4	5
2	How satisfied are you with your overall level of pay?	1	2	3	4	5
Pay administration/structure						
3	How satisfied are you with the consistency of the organization's pay policies?	1	2	3	4	5
Pay raise						
4	How satisfied are you with the increment you have typically received in the past?					
5	How satisfied are you with your most recent increment?	1	2	3	4	5
Variable pay procedures						
6	The way bonuses, incentives, and commissions are used in this organization.	1	2	3	4	5

**ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY**

Section D: Job Security

Based on your experience, please select the choice that best reflects your level of agreement with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Independent Variable 2: Job Security						
1	I am confident that I will be able to work for my company as long as I wish.	1	2	3	4	5
2	My job will be there as long as I want it.	1	2	3	4	5
3	I am satisfied with the job security in this organization.	1	2	3	4	5
4	I am certain about what my responsibilities will be six months from now.	1	2	3	4	5
5	I know all regulations of this organization.	1	2	3	4	5

Section E: Perceived Organizational Support

Based on your experience, please select the choice that best reflects your level of agreement with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Independent Variable 3: Perceived Organizational Support						
1	My organization strongly considered my goals and values.	1	2	3	4	5
2	Help is available from my organization when I have a problem.	1	2	3	4	5
3	If I get my job done on time, I have more influence with my immediate supervisor.	1	2	3	4	5
4	Getting work done on time is rewarded with high pay.	1	2	3	4	5
5	My company allows me to do my work in the way best suits my strengths.	1	2	3	4	5
6	In my company, I receive training to improve my weakness.	1	2	3	4	5

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Section F: Psychological Empowerment

Based on your experience, please select the choice that best reflects your level of agreement with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Mediating Variable: Psychological Empowerment						
1	I have the freedom to decide how to do my work.	1	2	3	4	5
2	I have significant autonomy/power in determining how I do my job.	1	2	3	4	5
3	I feel like what I do is very important to the overall goals of my department.	1	2	3	4	5
4	My job activities are personally meaningful to me.	1	2	3	4	5
5	<u>My opinion is able</u> to influence departmental decision-making.	1	2	3	4	5

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Appendix B: Survey Ethical Clearance Letter



UNIVERSITI TUNKU ABDUL RAHMAN DU012(A)

Wholly owned by UTAR Education Foundation (200201010564(578227-M))

Faculty of Business and Finance
Jalan Universiti, Bandar Barat, 31900 Kampar, Perak
Phone: 05-468-8888
<https://fbf.utar.edu.my/>

10th April 2023

To Whom It May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their Bachelor of Business Administration (Honours) program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Chai Hui En	19ABB02825
Ong Hwei Kei	19ABB06166
Teo Eu Jin	19ABB06477
Wee Jia Sing	19ABB05640

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

.....
Dr Siti Fazilah Binti Abdul Shukor
Head of Department
Faculty of Business and Finance
Email: sitifazilah@utar.edu.my

Administrative Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E.
Tel: (603) 9086 0288 **Homepage:** <https://utar.edu.my/>

Appendix C: Reliability Test Results for Pilot Study (SPSS)

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.841	6

Scale: Direct Compensation

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.817	.789	6

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Scale: Job Security

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.851	5

Scale: Perceived Organizational Support

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.794	.816	6

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Scale: Psychological Empowerment

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.719	.745	5

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Appendix D: Descriptive Analysis in Full Study

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	28	18.7	18.7	18.7
	26-35 years old	73	48.7	48.7	67.3
	36-45 years old	42	28.0	28.0	95.3
	46 years old and above	7	4.7	4.7	100.0
Total		150	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	47.3	47.3	47.3
	Female	79	52.7	52.7	100.0
	Total	150	100.0	100.0	

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school certification	35	23.3	23.3	23.3
	Certificate / Diploma	56	37.3	37.3	60.7
	Bachelor's degree / Professional qualification	55	36.7	36.7	97.3
	Masters	4	2.7	2.7	100.0
	Total	150	100.0	100.0	

Employment years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 3 years	43	28.7	28.7	28.7
	3-5 years	70	46.7	46.7	75.3
	Above 5 years	37	24.7	24.7	100.0
	Total	150	100.0	100.0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malaysian	148	98.7	98.7	98.7
	Non-Malaysian	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Item Statistics

	Mean	Std. Deviation	N
My workplace practices satisfactory increment and salary scheme.	4.4000	.66555	150
I am satisfied with my job in terms of working conditions.	4.3667	.85465	150
Every day, I enjoy going to work.	4.3600	.76219	150
My supervisor makes me feel contented working under his/her supervision.	4.4600	.69156	150
I proudly mention to my friends on my job.	4.5000	.75751	150
I have a sense of being part of an organizational family.	4.5133	.67293	150

Item Statistics

	Mean	Std. Deviation	N
How satisfied are you with the amount of your current salary?	4.2933	.80724	150
How satisfied are you with your overall level of pay?	4.1933	.91737	150
How satisfied are you with the consistency of the organization's pay policies?	4.1533	.78353	150
How satisfied are you with the increment you have typically received in the past?	4.1800	.85976	150
How satisfied are you with your most recent increment?	4.2067	.75349	150
The way bonuses, incentives, and commissions are used in this organization.	4.4267	.76278	150

Item Statistics

	Mean	Std. Deviation	N
I am confident that I will be able to work for my company as long as I wish.	4.4667	.74785	150
My job will be there as long as I want it.	4.4400	.67037	150
I am satisfied with the job security in this organization.	4.5200	.69243	150
I am certain about what my responsibilities will be six months from now.	4.5733	.68880	150
I know all regulations of this organization.	4.4667	.65196	150

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Item Statistics

	Mean	Std. Deviation	N
My organization strongly considered my goals and values.	4.3867	.74893	150
Help is available from my organization when I have a problem.	4.6467	.59231	150
If I get my job done on time, I have more influence with my immediate supervisor.	4.5133	.69259	150
Getting work done on time is rewarded with high pay.	4.2200	.80992	150
My company allows me to do my work in the way best suits my strengths.	4.5000	.69272	150
In my company, I receive training to improve my weakness.	4.5800	.63742	150

Item Statistics

	Mean	Std. Deviation	N
I have the freedom to decide how to do my work.	4.3600	.75334	150
I have significant autonomy/power in determining how I do my job.	4.2933	.70040	150
I feel like what I do is very important to the overall goals of my department.	4.4800	.72092	150
My job activities are personally meaningful to me.	4.5467	.71968	150
My opinion is able to influence departmental decision-making.	4.1667	.85465	150

Appendix E: Reliability Test Results for Full Study

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.780	.787	6

Scale: Direct Compensation

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.679	.678	6

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Scale: Job Security

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.728	5

Scale: Perceived Organizational Support

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.785	.791	6

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Scale: Psychological Empowerment

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.758	.757	5

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Appendix F: Pearson’s Correlation Analysis

Correlations

		DC average	Security average	POS average	JS average
DC average	Pearson Correlation	1	.581**	.632**	.600**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	150	150	150	150
Security average	Pearson Correlation	.581**	1	.742**	.638**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	150	150	150	150
POS average	Pearson Correlation	.632**	.742**	1	.636**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	150	150	150	150
JS average	Pearson Correlation	.600**	.638**	.636**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix G: Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.509	.499	.36013

a. Predictors: (Constant), POS average, DC average, Security average

b. Dependent Variable: JS average

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.621	3	6.540	50.429	<.001 ^b
	Residual	18.935	146	.130		
	Total	38.556	149			

a. Dependent Variable: JS average

b. Predictors: (Constant), POS average, DC average, Security average

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.700	.305		2.291	.023
	DC average	.276	.077	.274	3.579	<.001
	Security average	.322	.094	.302	3.407	<.001
	POS average	.250	.098	.238	2.562	.011

a. Dependent Variable: JS average

ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY

Appendix H: Mediation Analysis (PROCESS Macro)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

*

Model : 4
Y : JSAVE
X : POSAVE
M : PEAVE

Sample
Size: 150

*

OUTCOME VARIABLE:
PEAVE

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6542	.4280	.1653	110.7360	1.0000	
	148.0000	.0000				

Model

	coeff	se	t	p	LLCI
ULCI					
constant	1.1376	.3089	3.6827	.0003	.5272
	1.7480				
POSAVE	.7223	.0686			
	10.5231	.0000	.5866	.8579	

Standardized coefficients

	coeff
POSAVE	.6542

*

OUTCOME VARIABLE:
JSAVE

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6912	.4778	.1370	67.2391	2.0000	
	147.0000	.0000				

Model

	coeff	se	t	p	LLCI
ULCI					
constant	1.0646	.2938	3.6240	.0004	.4841
	1.6451				
POSAVE	.4202	.0826			
	5.0866	.0000	.2569	.5834	
PEAVE	.3407	.0748			
	4.5541	.0000	.1929	.4886	

Standardized coefficients

	coeff
POSAVE	.4202
PEAVE	.3407

**ORGANISATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG
HYPERMARKET EMPLOYEES IN THE RETAIL INDUSTRY**

POSAVE .4009
PEAVE .3589

Test(s) of X by M interaction:

	F	df1	df2	p
	9.4778	1.0000	146.0000	.0025

***** TOTAL EFFECT MODEL

OUTCOME VARIABLE:
JSAVE

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.6357	.4041	.1552	100.3535	1.0000	
	148.0000	.0000				

Model

	coeff	se	t	p	LLCI
ULCI					
constant	1.4522	.2993	4.8516	.0000	.8607
2.0437					
POSAVE	.6663	.0665			
10.0177	.0000	.5348	.7977		

Standardized coefficients

	coeff
POSAVE	.6357

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Total effect of X on Y

	Effect	se	t	p	LLCI	ULCI
c_cs						
	.6663	.0665				
10.0177	.0000	.5348	.7977	.6357		

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
c'_cs						
	.4202	.0826				
5.0866	.0000	.2569	.5834	.4009		

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PEAVE	.2461	.0914	.0937	.4451

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PEAVE	.2348	.0866	.0885	.4234

***** ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----