

Understanding the Causes of Job Dissatisfaction in Malaysia's Retail Workforce

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Abstract

Job dissatisfaction nowadays in the retail sector is a serious issue that has an impact on both personal well-being and organisational effectiveness. These elements may also contribute to employee stress, burnout, and high staff turnover rates. 'Job Dissatisfaction' is definitely the polar side of 'Job Satisfaction,' which means the employees' unfavourable feelings or any negative experiences that they had encountered in their career. Employers must thoroughly comprehend how employees feel about their jobs without taking a pejorative view in order to improve staff satisfaction and lower turnover rates. Retail industry, a vast and intensely competitive field that involves high competition and a fleetly evolving sector that employs a large number of workforce across the globe are here to discover more kinds of job dissatisfaction that influences the employees. The word 'Retail' may seem general but it comprises a wide range of industries such as grocery store, convenience store, clothing stores, ornamental shops, pet stores, book stores, beauty salons, coffee shops, online stores and more. Job dissatisfaction among employees has a significant role in determining whether or not the organisation's work output will be fruitful. The purpose of this study is to investigate the factors that influence employees towards job dissatisfaction in the retail industry. Particularly, this study aims to investigate the effects of compensation, leadership, working hours, promotion opportunities and relationships with co-workers on job dissatisfaction among employees in Malaysia.

Keywords

Compensation, Leadership, Working Hours, Promotion Opportunities, Relationships with Co-workers

1. Introduction of the Project

Aziri mentioned that 'Job Satisfaction' refers to a kind of feeling or perception that whether the materials or psychological needs are accepted towards the employee or not [1]. Obviously, 'Job Dissatisfaction' would definitely be the polar side of 'Job Satisfaction,' which means the employees' unfavourable feelings or any negative experiences that they had encountered in their career. Farrell also mentioned that job dissatisfaction would lead to an employee wanting to resign from their current position as they hope they could get a job that is valued to them but not in as much disappointment as the prior one [2]. According to Robbins and Judge, job dissatisfaction also can lead to unfavourable outcomes such as increasing absenteeism for their respective shift, lowering their working performance or any commitments to the company, or downgrading the quality of important projects [3].

Job dissatisfaction may lead to different kinds of negative factors or might be even worse, such as mental health issues and others as they had to deal with many toxic characters throughout their long working hours, or they may face physical ailments and all the knotty challenges associated with it. Job dissatisfaction and burnout, for example, are inescapable characteristics in some occupations, such as teachers and others [4]. As they often have to face disruptive behaviours from their students or other factors. Regardless, employees' emotions are also another factor that will influence in the achievement settings such as anxiety, enjoyment, anger, boredom or other feelings that are affected by their job [5]. Especially for individuals who are always required to maintain close contact with people involved. Furthermore, job dissatisfaction can be triggered by several factors such as salary, management style, or the attitudes of the leaders, which can lead to job burnout and increased levels of dissatisfaction with their employment. The World Health Organization defined that job burnout is a syndrome that is caused by chronic workplace stress that hasn't been managed to handle. In addition, one of the research studies of nearly 7,500 full-time employees had discovered that 23% of employees reported they often felt burned out at work, while an additional 44% also reported feeling burned out sometimes [6].

1.1 Background of the Research

The retail industry is a massive, fiercely 'war' that involves high competition and a fleetly evolving sector that employs a large number of workforce across the globe. Despite the individuals having their own careers in different kinds of retail, there are still lots of employees who are facing job dissatisfaction with various factors such as compensation, leadership, working hours, promotion opportunities and relationship with co-workers. The word 'Retail' may seem general but it comprises a wide range of industries such as grocery store, convenience store, clothing stores, ornamental shops, pet stores, book stores, beauty salons, coffee shops, online stores and more. According to the Statista Research

Department, the service retails in Malaysia contributed to Gross Domestic product (GDP) at an annual rate of from 15.6% to 16.6% within the year from 2015 to 2022 [7]. However, it is also shown that there was a 0.4% decline during 2020 from the annual rate of 17%. Retail industry not only can be physically conducted but also via online. During the Movement Control Order (MCO) in Malaysia due to the pandemic of Covid-19, approximately 79,274 SME have enjoyed fruitful results through online retail (Ministry of Domestic Trade and Consumers Affairs, 2020). For example, 71% of retail businesses and other sectors are able to grow their revenue by 20% [8].

Anyhow, without devoted workers and their degree of job satisfaction, a retail establishment cannot be said to be successful. It is possible to judge if job satisfaction is favourable or bad. And in this section, we'll search for job dissatisfaction that's been brought on by a variety of effects from the experiences and the perspective that numerous workers have had at work. Whether they work full-time or part-time, countless people nowadays express significant levels of job dissatisfaction with their jobs. Job dissatisfaction is one of the crucial problems that may result in a high employee turnover rate with the possibility of low productivity, and poor overall performance of an organisation. Additionally, it may also cause a negative impact towards employees' health and personal well-being, resulting in burnout, stress, and other problems. One of the researchers stated that it is essential for every employer to observe employees' drudgery contents and that around 24% of millennials would wish to quit their job after two years of working [9]. Deloitte Global have also found that the employees would have a high intention of leaving the organisation if they are dissatisfied with their job such as low salary, poor benefits, the working environment, supervisors and co-workers [10]. With high millennial turnover, it would be causing the recruitment and other expenses to be more expensive too [11]. Hence, this study aims to focus on five main variables of job dissatisfaction from the employees towards their job in the retail industry.

1.2 Problem Statement

Job dissatisfaction among employees has a significant role in determining whether or not the organization's work output will be fruitful. The relationship between employees and their level of job satisfaction is very important. For example, a sales promoter would not want to entertain customers whenever they entered the shop even though it appeared that they were planning to buy the product, which could also result in a positive sign for their sales because they perceived lack of fairness in the distribution of wages even though they had obtained huge sales, this also led to the staff being impatient with the customers by showing their frustrations [12]. It could be seen that the compensation does hit quite a huge effect towards the motivation of the workers as nobody are willing to work for minimal compensation. They believed that their hard work ought to be receiving equal returns after they had put much effort into it. Poor leadership, including ineffective team management and a lack of personnel training and development, may also be to blame for these issues. Many employees have reportedly complained about experiencing significant job stress at their workplaces and have expressed a desire to resign. In addition, a recent study proves that work-life balance are really important to the performance of work and there are still many companies has yet to take any significant action regarding this issue [13].

Low motivation also occurred when workers sensed a lack of job security as a result of the poor working prospects they had anticipated since they didn't think they would ever get promoted, despite their best efforts. Besides, part-time employees experienced more job insecurity and poorer prospects for promotions than full-time employees as the majority of the employers sees them as a temporary worker where they might quit anytime due to they might be a student, housewives, or a contract worker that is signed on with the company. Nevertheless, a toxic workplace also develops anytime when there are some troublemakers among the employees. If they consider a specific colleague to be an eyesore or to be inflicting harm out of the blue, they will circulate incorrect information about them at random to satisfy their pathological impulses. Hence, some naive person would never dare stand up to their terrible mischievous conduct and force them to leave their jobs. In addition, many workers in the retail sector are also facing an imbalance in their life due to the need to fulfil long working hours and unexpected overtime sometimes, which affects them for trying to spend time with their families and to take care of themselves. As a result, this research demonstrates that studying these factors may be incredibly beneficial for everyone, especially the employers, since it is critical for them to understand what employees think about their professions, particularly from their own genuine viewpoints and ideas.

1.3 Importance of the Study

Dissatisfaction among employees with their jobs had an impact not just on their productivity but also on the entire retail business since it impacted a variety of people, including the firm itself, clients, and other consumers. From here, it can have serious repercussions, such as high turnover rates, low productivity, and lower organisational performance, which cause the particular retail firm to have a negative image. A high turnover rate is not advantageous to the reputation of a business because, for example, a candidate will not hesitate to apply to an opening job that he or she has seen that frequently appears on the hiring websites of employing new workers for the position they have. Which they might interpret as a sign that the firm is not satisfactory, resulting in a high turnover rate. Furthermore, the study also aimed at figuring out how much of the finances would be judged appropriate to those individuals who work in these retail businesses, as well as how they think of their organisation. Additionally, workers may have emotional exhaustion, job stress, and other issues brought on by the workplace. It is strongly advised that their experiences and viewpoints be highlighted in order to prevent further job dissatisfaction. Therefore, the purpose of this study is to identify the variables that may contribute to employee dissatisfaction with their jobs in the retail sector.

1.4 Scope of the Study

The study's scope is established as a work of research, and a certain operational parameter will be used. These studies specifically target Malaysian workers, whether they are full-time or part-time ex or current employees in the retail sector. The preferred target age group from the demographic is 16 years old and above. Both genders will also be the focus of the study as each of them also have working in many different types of sectors. The study also focuses on those who work in retail industries, such as apparel stores, cafés, accessory shops, beauty salons, mobile stores, and other related retail stores. It is anticipated that the research would be conducted between two to four weeks. 200 individuals are expected to complete the questionnaire for the study via social media such as 'WeChat', 'WhatsApp', 'Telegram' and others by filling up the survey form that has been prepared. The research will only pay high attention to the factors that influence employees towards job dissatisfaction in the retail industry.

1.5 Research Objectives

The following are the study's research objectives:

General Objective

To investigate one factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

Specific Objectives

- To investigate if there is a significant impact of compensation on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.
- To investigate if there is a significant impact of leadership on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.
- To investigate if there is a significant impact of working hours on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.
- To investigate if there is a significant impact of promotion opportunities on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.
- To investigate if there is a significant impact of relationships with co-workers on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.

1.6 Research Questions

- Does compensation have a significant impact on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia?
- Does leadership have a significant impact on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia?
- Does working hours have a significant impact on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia?
- Does promotion opportunities have a significant impact on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia?
- Does relationships with co-workers have a significant impact on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia?

1.7 Summary

This chapter explains what is the definition of job dissatisfaction and what are the factors that may have occurred from their working experience in the retail industry. Here also included the problems that have been stated in relation to those aspects, as well as the importance and the scope of the research, which it also aimed to target the employees that are aged 16 and above who work the retail business in Malaysia. Research objectives and questions are also included in it whereby it could provide a prompt for the readers to obtain an idea about the genuine purpose of this study.

2. Literature Review

This chapter contains the summary of the previous research on the topic as evidence for the 5 main variables that are used in this research which are compensation, leadership, working hours, promotion opportunities and relationships with co-workers.

2.1 Independent Variable I: Compensation

Compensation is what an employee would receive in exchange for carrying out the organisational tasks he or she provides and most companies would expect to have the greatest performance from them after they had paid to them [14,15]. According to Martocchio, compensation can be seen as financial or non-financial, direct or indirect, or in any other form of rewards that are offered by the corporation to pay its personnel [16]. Many workers, especially female

employees, are felt under-rated about not receiving the right compensation even though they believe they should have more than they get as they are also being added with more roles and responsibilities [17]. Instead, they just receive their regular base wage and allowances. Salary was one of the major elements that may affect an employee's decision to stay or go. Other studies such as Santiago also found that the most effective ways to retain the employees are providing them the monetary and other benefits or perquisites [18]. Besides, providing an attractive compensation may decrease employee stress and also the rate of turnover intention [19,20].

Tzu and Chung noted that awarding incentives does contribute to employee motivation by encouraging high employee productivity and high employee performance, which may help with the turnover problem [21]. Inadequate pay will also make employees dissatisfied, which might cause them to leave or result in more absenteeism [22]. Compensation in retail industries often can be seen with cash compensation, incentive bonuses, medical plan premiums, pensions, some job security provisions as none of the workers would really want to earn with only their basic salary without the benefits they should be receiving where it is also a kind of safeguard to them. Based on Gandhi et al., company would saving up their rehiring cost if they are willing to pay a higher amount of compensation to the employees as they would stayed if they were happy with their compensation they get, which also could reducing the time spent from the relevant team on keep hiring new intakes and retaining the current employees [23].

2.2 Independent Variable II: Leadership

Inspirational leadership is essential to the managers as it is also one of the key success to the organisations such as retail industries which may lead to a positive attitude such that the employees could felt happiness in their respective role and responsibilities [24]. Some leadership is also one of the factors that contributes to the job dissatisfaction among the employees, as the superiors lack empathy and compassion for them on some certain aspects which leads to their dissatisfaction. Various literature also found that among of the factors, that caused to the employees feeling stress is also because of leadership style [25], role conflicts [26] and perceived organisational support [27]. Besides, there are tons of bad leadership happens in retail industries, particularly when it comes to sales commission. Majority of people would be jealous if one of the peers achieved a larger sales target or earns more than them, leading them to misbehave towards the particular worker such as stabbing them from behind and gossiping the untruthful facts about them. Managers would likewise be unjust when they compelled their subordinates to work overtime without any valid reasons. Furthermore, Yu points out that any form of organisational change, whether intended or unintended, may also be considered as one of the top sources that makes the employees feel uncertainty and stress in their workplace [28].

According to McShane & Von Glinow, leadership is defined as a stressor when the leader or superiors are unable to persuade, inspire, or actively seek out others to contribute to the organisation [29]. In other terms, leadership is the process of influencing others and it has been highlighted that it is an intentional influencing process too by Dansereau [30]. Kelloway, Niro Sivanathan, Francis and Barling stated that poor leadership could cause a level of stress to the employees and also dissatisfaction among the employees as there are many superiors who just care about themselves by having their selective biases, halo effects, as well as taking sides with the ones they like, the employees may suffer from their superior's lack of acknowledgment, appreciation, and support. It is very important to note that leadership is vital for employee well-being and performance [31,32]. Poor leadership may cause a significant loss for the retail industry since the leaders lack the management skills necessary to provide their employees with enough assistance or direction [33]. As a result, it is clear that management would benefit from having leaders who practise ethical leadership since this would make them more trustworthy in the eyes of their workforce and give them a more positive attitude on their work [34].

2.3 Independent Variable III: Working Hours

Even full-time employees nowadays are certain to work fewer than 40 hours per week, if not even less [35]. But when it comes to the retail sector, they frequently fall short. Malaysian employees who work in malls or retail establishments frequently put in up to 48 hours and sometimes even more due to overtime and unforeseen changes brought on by the absence of their coworkers. Long hours are defined as working for a period of time longer than usual working hours. For the benefit of the employees' health, "Karoshi" and "Karojisatsu" are the concerns that need to be addressed right away in Japan [36]. Both of these are intended to represent a type of unforeseen death brought on by heart illness or self-murder as a result of overwork. As a result, whether or not they have family obligations, they should maintain a work-life balance that enables them to merge their job and personal lives. The work-life balance policies should also help employees to develop the quality of life by spending sufficient hours to handle their other activities or more leisure chores in their lifestyle [37].

Furthermore, Noor Amalina and Lee Su Teng also discovered that the work-life balance such as the working hours are also one of the key factors that is related to the employees' job satisfaction [38]. As work-life balance is the compatibility between work duties and personal life of workers [39]. It is debatable if stress plays an important part in the relationship between working long hours and poor health, which in turn may increase dissatisfaction with one's job. Whereas if there is negative imbalance it results in work-life balance and it would be causing them to face different kinds of stress, lower commitment with organisation, job dissatisfaction, turnover, domestic violence and poorer productivity [40]. Moreover, the majority of retail workers don't really have much of the time to enjoy their life because they work from day to night without any extra time to work on their personal stuff. Extended duration shifts do also

have a huge impact towards the health of the shift workers, causing them to face some diseases such as cardiovascular disease, hypertension and others, necessitating early retirement [41]. Especially for those bikers who often get to arrange working night shifts are more likely to get involved in motor vehicle accidents after extended work shifts [42]. Due to the technology era, many workers are also forced to utilise digital communication platforms to continue their tasks which causes them to really lack time with family and also a problem to maintain their health [43]. In addition, long work hours can lead to major physical and mental problems as well as increased job dissatisfaction.

2.4 Independent Variable IV: Promotion Opportunities

According to Mathis et al., a promotion takes place when a person is moved from their present job into a higher role, which entails a greater salary and more responsibility at work [44]. Robbins and Judge stated that advancing in a career will give workers additional opportunity for social advancement, more responsibility, and personal development. Therefore, job promotion may both inspire employees to work harder and demotivate them when they feel their work isn't valued by the organisation or when they aren't promoted after a lengthy period of service, which results in job dissatisfaction. Job promotion will have good and substantial benefits on the workers as a work motivator, which might result in greater job performance, according to study findings by [45,46]. Amin and Zarka also mentioned that the retail industry proved a certain barrier towards female applicants and only 44% are being hired, but 23% of them are facing discrimination in the workplace [47]. However, a recent study conclude that retail industry in Malaysia are keen in hiring female employees due to their exertion but still, many of them think they are under-rated and not receiving the right treatment such as their actual performance is discarded, overlooked or even undermined.

Moreover, the main elements that could be used in characterising a career development opportunity such as the career goal progression, professional ability development, promotion velocity and salary growth. Another finding also indicates that top achievers are often promoted quickly compared to others where it also results in dissatisfaction among the employees because some of them should be eligible for promotion to another higher position but are unable to do so due to their level of academic qualification, leading to a certain unequal treatment. Additionally, Zaharee stated that there are many employees who would likely leave their position after two years if the promotion opportunities are yet to be met from their own requirements [48]. Equivalent position should be given to those hardworking individuals who have proven that they are worthy to handle the title as most employees tend to be satisfied with their jobs and careers if the career expectation is aligned with their own expectations. Anyhow, employees perceive the organisational justice by relying on how the company would manage the promotion opportunities, then resulting in which level of job satisfaction they will have.

2.5 Independent Variable V: Relationships with Co-workers

Coworkers are a group of individuals who share the same place of employment and may work alone or in teams. Depending on the theory, a colleague relationship might be seen in a variety of ways. For instance, social network theory, relationships are lines and persons are dots. It demonstrates that coworkers who frequently share the same viewpoints will get along better than those who don't want to communicate much. Peers, supervisors, and subordinates are three main kinds of relationships at work. The degree of job dissatisfaction and the signs of job burnout may grow with poor co-worker interactions. For example, some colleagues such as seniors and superiors should be sharing a little bit of critical information in order to make their juniors' tasks easier. However, it may affect their work intensification if they are not helped by others [49]. Which in turn has a negative impact on job satisfaction and burnout. Based on the data, low job satisfaction in the workplace was usually associated with negative employer evaluations. Consequently, it would appear that communication in general contributes significantly to increased work satisfaction and employer satisfaction. Additionally, if connections with coworkers are poor, employees will do less well on the job since they won't be able to come to an agreement to work collaboratively and efficiently.

One of the research studies by Hussin also shows that one of the job satisfaction elements are about co-workers [50]. Many retail businesses often have 'politics' among the employees as they are the competitors towards each other when it comes to sales. Some of the colleagues would likely steal their customers, resulting in massive clashes between each other. On the other hand, supervisor relations do also have influences on the team since they may feel psychologically safe or supported if they could maintain a good relation with their superiors. Madlock & Booth-Butterfield stated that co-workers' relationships are a vital aspect of employee job satisfaction as they indicate whether or not the colleague is providing positive support [51]. Relationships between coworkers and superiors are not the same as superiors are likely to deal in a hierarchy manner while the co-workers may deal without any formality [52]. In addition, trust in co-workers could be another source that provides a good capital as they have faith towards each other for not crossing a line when it comes to sales matters. However, many colleagues nowadays frequently get embroiled in a conflict whenever they think he or she got better sales than them, resulting in envy and gossip about them, and leading to those misperceptions and stereotypes against them.

2.6 Dependent Variable: Job Dissatisfaction in Retail Industry

Job dissatisfaction is a challenging sensation in any employment, especially in the retail industry as it encompasses lots of aspects and matters. It could be the factors of compensation, leadership, working hours, promotion opportunities or relationships with co-workers etc [53]. According to Adriani and Norlena, job satisfaction is also one of the attitudes or emotions that determine whether the employee is having positive or negative feelings, resulting in the level of job

satisfaction or the productivity they could have [54]. For example, Hung, Lee, and Lee mentioned compensation definitely also refers to the employees' attitude after they had received their pay and this will affect individual employees' relevant output behaviours [55]. However, one of the surveys that was conducted by American Psychological Association, also found that several employees identified work-life balance, job stress, and connections with superiors are also the top factors that are influencing their job satisfaction level [56].

In the retail industry, there would most likely be cases like many people being overlooked for the promotion opportunities. Hence, it may also seem that there were no working prospects after they had shown such hardworking attitudes and behaviours in their role and responsibilities. Many retail industries required their employees to work extra time which caused them to be less likely to fulfil their family responsibilities, thus creating work-life conflict [57]. According to Ivandic et al., the burden of workplace depression and job anxiety is high to see that it could influence employee performance [58]. For example, there could also be some internal conflicts between the colleagues, especially if the retail store consists of many workers, which also may have a possibility that they form their own small group and to anti the specific worker. Nowadays employees' job satisfaction significantly affects their job performance [59], and the company needs to maintain good relationships among the employees as well as the relationships with their superiors if they want to maintain employee job satisfaction [60]. In addition, various researches also shown that the level of employee satisfaction would be high if the supervisor is good and effective, while with the one who have poorer communication skills or bad in management or decision making, the percentage of job dissatisfaction would undoubtedly be higher [61].

2.7 Summary of the Hypotheses

Set 1

H0: All the coefficients are zero.

H1: At least one of the coefficients is not zero.

Set 2

H0: Compensation has no significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

H1: Compensation has a significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

Set 3

H0: Leadership has no significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

H1: Leadership has a significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

Set 4

H0: Working hours has no significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

H1: Working hours has a significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

Set 5

H0: Promotion opportunities have no significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

H1: Promotion opportunities have a significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

Set 6

H0: Relationships with co-workers have no significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

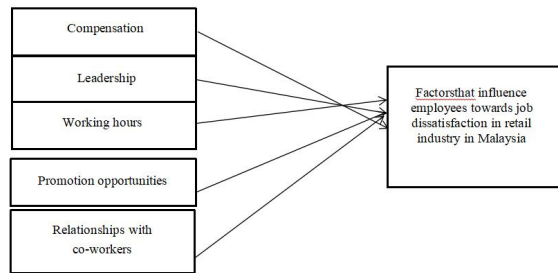
H1: Relationships with co-workers have a significant impact on the factor that influences employees towards job dissatisfaction in the retail industry in Malaysia.

3. Research Methodology

This chapter will cover the procedures that are used in conducting this research as well as the analysis of the data that had been collected from the respondents. Whereby the techniques of using in data collection, sampling methods, research design, questionnaire design and data analysis are also covered in here. This chapter will cover the procedures

that are used in conducting this research as well as the analysis of the data that had been collected from the respondents. Whereby the techniques of using in data collection, sampling methods, research design, questionnaire design and data analysis are also covered in here.

3.1 Theoretical Framework



(Independent Variables)

(Dependent Variable)

Figure 1. Theoretical Framework on Factors that Influence Employees towards Job Dissatisfaction in the Retail Industry in Malaysia.

3.2 Research Design

This study mainly focuses on investigating how the dependent variable is linked to the independent variables, and how their relationship can be formed. Quantitative research used in this study due to the purpose of its observation could reflect what are the phenomena that had been obtained throughout the research and it is one kind of numerical representation and manipulation of observations. According to Cohen, Manion, & Morrison, it is defined that quantitative research serves as a social research that employs empirical methods and empirical statements by finding out what is happening in the real world rather than finding out what it should be like [62]. One of the study also stated that quantitative research has given a definition where it is explaining the phenomena with the data it has collected and to analyze using their mathematically based methods in some particular statistics [63]. In addition, correlation also can be used in this study in order to test the hypotheses.

3.3 Data Collection Method

The study will be conducted by using primary data as the information is collected through the researcher (me) personally or known as first-hand details. The data will be collected through a questionnaire by delivering the survey forms that are created in 'Google Forms' to those who are currently employed or worked before in Malaysia's retail business. The distribution of Google survey forms will take place through social media channels including WeChat, WhatsApp, Telegram, Facebook, Instagram, and other groups of family and friends in Malaysia. Advantages of this method would be cost-effective as online surveys are generally less expensive than conventional paper-based surveys, and 'Google Form' are not needed to pay anything extra. In addition, it is also easy to distribute as this online survey can be sent out with a very fast speed using the social media platform that is mentioned above.

3.4 Questionnaire Design

The data collection will be running through an online questionnaire by distributing it to various social media platforms that have indicated above. The online questionnaire is separated into three sections which are Part A, Part B and Part C. Part A will consist of five questions, which are demographic in nature. For example, age, ethnicity, academic level, income level and current employment status. As for Part B, there will be five questions total in each independent variable which are compensation, leadership, working hours, promotion opportunities and relationships with co-workers. While Part C is only contained with five questions, it is mainly focused on the dependent variable for the employees towards job dissatisfaction in the retail industry in Malaysia.

Attached below is the format of Questionnaire:

According to Table 1, the questionnaire will be conducted by using the above format which had mentioned on top.

Table 1. Questionnaire Design

| Sections | Number of Questions |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Section A: Demographics | 5 Questions |
| Section B: Independent Variables -Compensation -Leadership -Working Hours -Promotion Opportunities -Relationships with Co-Workers | 5 Questions 5 Questions 5 Questions 5 Questions 5 Questions |
| Section C: Dependent Variable -Factors on Employees towards Job Dissatisfaction in the Retail Industry in Malaysia | 5 Questions |

Additionally, the questionnaire will be designed using a 'Likert Scale' with the following response options: strongly disagree, disagree, neutral, agree, and strongly agree (from the value of 1 to 5). This scale will be used in Section B and C in the questionnaire where the respondents would be provided with five options of showing how they agree or disagree towards each of the questions that have been asked.

For example:

Compensation *

On a scale from 1 (Strongly Disagree) to 5 (Strongly Agree), how much do you disagree or agree?

| | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I am dissatisfied with my current salary. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My salary is very low. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I did not get any increments even though I did more than others. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Figure 2. Likert Scale that used in the Questionnaire

3.5 Sampling

Sampling is a method for selecting participants in a study. It is also meant by a subset from the whole population that is selected from all the individuals in the research. Sampling consists of different kinds of methods such as simple random sampling, systematic sampling, convenience sampling and others etc. To gather data for this study, convenience sampling will be used. Convenience sampling is accessible to the researcher and it collects data from anyone that is willing to partake in the study [64]. For example, using a Google Forms survey that will be shared on social media with the sampling method that is called 'convenience sampling', which is a non-probability sampling strategy that gathers data from a community of individuals who are willing to participate in the study [65]. In addition, there are many researchers use probability and non-probability sampling methods to learn about a population and also finding the adequacy of the samples they had collected throughout the whole survey.

3.6 Population and Sampling Size

The population of this research participants is Malaysian or people who have been working or currently working in the retail industry in Malaysia. The research is to be targeted to those ex and current employees that are working full-time or part-time in the retail business such as the apparel stores, restaurants, bakery shops, supply chains, or any business that is related. The age target would likely be starting from 16 years old and above because these ages are more likely to be involved in working after they have graduated in high school or taking part time jobs during their progression in studies and also all adults that are currently working as full time employees too. The sample size for this research is estimated to be collected for around 200 participants and above within the time given around two to four weeks.

3.7 Analysis Method

After gathering all the information from the respondents, regression analysis will be used in the progress of data analysis in this study. Regression analysis is a statistical method for the investigation of the relationships whether the independent variables have any significant impact towards the dependent variable or not. Independent variables that studied in this research are compensation, leadership, working hours, promotion opportunities and relationship with co-workers. While the dependent variable would be the factors of employees towards job dissatisfaction in the retail industry. Anyhow, SPSS software will be also used in the data analysis after the data collection in order to conduct the data testing, statistics, and findings. The SPSS software may also produce some graphs or charts to show the distribution of the data in order to support the data analysis that has been conducted with the information that is gathered. In addition, the significant level chosen for the study must be less than 0.05.

3.7.1 Frequency Analysis

Frequency analysis will be used in Section A from the online questionnaire that consists of the demographic parts such as age, ethnicity, academic level, income level and the current employment status. Frequency analysis is an analysis that shows statistical methods that show the number of circumstances of the respondent chosen. In addition, the frequency analysis will also organise the demographic data into an orderly table format by providing a standard graphical form to make it easy to view.

3.7.2 Descriptive Analysis

Descriptive analysis is a type of data research that provides an overall picture or a brief summary of the main characteristics of data by using the measurement such as mean, median, mode, range, variance, standard deviation, histograms, and others to assist in the summary of the data analysis which makes the tables, graphs, and charts into more easier to comprehend for the researchers. It provides clear results by assisting in any clarification of the relationship between the variables that are used in the sample population based on the prior research that had been conducted. It may not provide predictions for future research but it does assist the researchers in gaining a better understanding of their own investigating topic.

3.7.3 Reliability

Ultimately, the study is also assessing the reliability of the data collected using the Cronbach Alpha test. Reliability analysis is the quality of measuring scales and the items that comprise the scale in the study. It is a technique that computes a variety of the scales that are commonly used in the measurement. Researchers can be conducting the reliability analysis by using the SPSS Software in order to determine Cronbach's alpha. The coefficient in this part has a range of 0 to 1. However, there is also a possibility that might obtain a negative result, which denotes that the data is inaccurate.

Below are the levels of each range:

According to Table 2, In between the range, for example, a respectable dependability result will be 0.7 or higher; 0.8 is seems to be more better; and 0.9 will be considered the best in order to determine the test's reliability. In addition, less than 0.49 will be deemed as unacceptable as it is facing an inconsistent question while the range from 0.50 to 0.69 are still considered as poor and questionable due to it might not perform a quality research and affect the whole research results.

Table 2. Measurement of Cronbach's Alpha

| Cronbach's Alpha | Internal Consistency |
|------------------|----------------------|
| 0.90 and above | Excellent |
| 0.80 - 0.89 | Good |
| 0.70 - 0.79 | Acceptable |
| 0.60 - 0.69 | Questionable |
| 0.50 - 0.59 | Poor |
| Less than 0.49 | Unacceptable |

3.7.4 Regression Analysis

Regression analysis is a fundamental statistical technique that is utilise to investigate the relationship between the dependent variable and one or above of the independent variables in order to assist the researchers for predict and explains how does both side of the variables are associated. Regression analysis will be used to examine the data from sections B and C of the questionnaire. This regression analysis was conducted to explore whether or not the connection between the independent and dependent variables are significantly affected. Again, the dependent variables that are the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia with examining the variables of compensation, leadership, working hours, promotion opportunities and relationship with co-workers throughout this study. The variance of the dependent variables that are associated will be displayed in the model summary table, and the R-square value will demonstrate how independent factors affect the dependent variables. The R-square value must be higher than 0.7 in order to indicate whether the independent variables selected are important or not.

3.7.5 Analysis of Variable Table (ANOVA) & Coefficient

ANOVA reading is one of the research instruments that may differentiate between the regular and precision components of visible bundle variability identified during data collection or compare the variances across the average of different groups. ANOVA and coefficient table that will follow inside the regression analysis, and the critical value chosen for this study is 0.05 (Level of Confidence, 95%). For example, If the significant value in the table is less than 0.05, the null hypothesis (H0) will be rejected and the alternative hypothesis (H1) will be accepted. On the other hand, the coefficient table is also another key component in the research as it helps to determine which level would be considered as significant towards each of the independent variables. According to Wooldridge, the magnitude and the direction of the effect in the variables are estimated by these coefficients [66]. As a result, if the P-value is 0.05 or below than that, there will be a significant impact towards the relationship between the dependent variable and independent variables.

4. Analysis Results

This chapter will be devoted to the results from the respondents that took in Google Form survey about how they think of the main five independent variables and the dependent variable. The survey has completed with a total of 350

respondents in this study and the findings gathered are the basis for the analysis in this section. Reliability and regression analysis were performed on the data by using SPSS software. Additionally, there will also be charts and tables with detailed descriptions for the findings and outcomes of the survey.

4.1 Frequency Analysis

The demographic data that was used in the online survey by researchers consist of age, ethnicity, education level, income level and current employment status.

4.1.1 Age

According to Table 3, there are six different types of age groups which were conducted in the survey whereby the group of 18-24 years old are the biggest survey group throughout this whole research which stands of 190 number of respondents and 54.3% out of 350 respondents. The second largest age group would be 25-34 years old and it is around 19.7% out of 100%. Next would be the age group that holds the same amount out of the 350 respondents are 35-44 years old and 45-54 years old which stands for 29 number of respondents (8.3%). In addition, 55 years old or above are slightly bigger than the above two age groups in which they carried 33 number of respondents (9.4%).

Table 3. Respondent's Age

| Age Group | Number of Respondents | Number of Percentage (%) |
|-----------------------|-----------------------|--------------------------|
| 18-24 years old | 190 | 54.3% |
| 25-34 years old | 69 | 19.7% |
| 35-44 years old | 29 | 8.3% |
| 45-54 years old | 29 | 8.3% |
| 55 years old or above | 33 | 9.4% |

4.1.2 Ethnicity

As shown in Table 4, the ethnic groups are divided into four categories which are Malay, Chinese, Indian and Others. Here, other ethnic groups include Thai and Kadazan-Dusun which contains 14 respondents and 4% among the 350 respondents. However, the largest ethnic group in this survey are Chinese where it has 231 respondents and 66% out of 100%. Second largest would be the Malay ethnic group that holds around 18.9% and a total of 66 respondents. Another group would be from Indians, 39 respondents with 11.1%.

Table 4. Respondent's Ethnic

| Ethnic Group | Number of Respondents | Number of Percentage (%) |
|--------------|-----------------------|--------------------------|
| Malay | 66 | 18.9% |
| Chinese | 231 | 66% |
| Indian | 39 | 11.1% |
| Others | 14 | 4% |

4.1.3 Education Level

Based on Table 5, it could be seen that there are six categories of education level group which are SPM, STPM, Diploma, Bachelor's Degree, Master's Degree and Doctoral Degree (PHD). 211 out of 350 respondents graduated from SPM which is around 60.3% and those STPM graduates stand for 21 out of 350 respondents (6%). While Diploma holders consist of 39 respondents (11.1%) and Bachelor's Degree respondents have 77 (22%). And lastly, only 1 respondent is from Master's Degree (0.3%) and there is no respondent from Doctoral Degree (PHD).

Table 5. Respondent's Education Level

| Education Level | Number of Respondents | Number of Percentage (%) |
|-------------------|-----------------------|--------------------------|
| SPM | 211 | 60.3% |
| STPM | 21 | 6% |
| Diploma | 39 | 11.1% |
| Bachelor's Degree | 77 | 22% |
| Master's Degree | 1 | 0.3% |
| Doctoral Degree | 0 | 0% |

4.1.4 Income Level

According to Table 6, the respondents are categorised in three income level groups which are B40, M40 and T20. B40 is one of the household groups that earns a total of around RM 3,440 while for M40 is roughly around RM 7,694 and T20 would be the highest income level in Malaysia such as their household group earns around RM 15,697 (CompareHero, 2022). Therefore, the majority of respondents are B40, of which there are 255 of them among the 350 respondents and holds for 72.9% throughout this survey. Next would be M40, with a total of 90 respondents and around 25.7%. Then T20 only consists of 5 respondents and only stands for a minimal 1.4% out of 100%.

Table 6. Respondent's Income Level

| Income Level | Number of Respondents | Number of Percentage (%) |
|--------------|-----------------------|--------------------------|
| B40 | 255 | 72.9% |
| M40 | 90 | 25.7% |
| T20 | 5 | 1.4% |

4.1.5 Employment Status

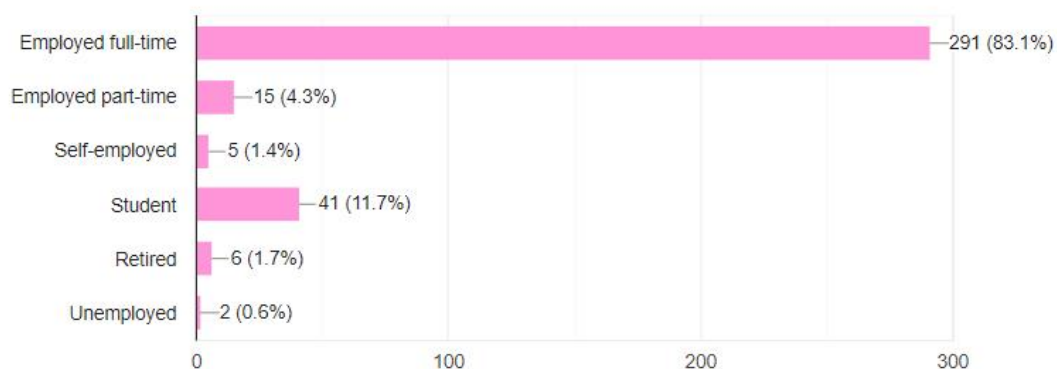


Figure 3. Respondent's Current Employment Status

According to above Figure 3 and Table 7, it is shown that the respondents are given a choice to choose more than 1 in this section as it is purposely for those students who are taking up their part-time jobs in their study life. So, it is shown that 15 students (4.3%) are currently working part-time in their respective retail stores and also other 41 students (11.7%) are the ex employees from the retail industries which they had worked before in those companies and stores before they entered a new academic level studies. Anyhow, the majority of the respondents are the current employees from the retail industry which consists of 291 total respondents and 83.1% out of 350 respondents. While those 5 self-employed respondents (1.4%) are those who are currently running their own business such as fashion and apparel stores and others. And the 6 retired respondents (1.7%) are those who had worked before in the retail stores before their retiring age and the minimal respondents from this part are the 2 respondents (0.6%) who are currently unemployed due to their termination of contract from their job.

Table 7. Respondent's Current Employment Status

| Current Employment Status | Number of Respondents | Number of Percentage (%) |
|---------------------------|-----------------------|--------------------------|
| Employed full-time | 291 | 83.1% |
| Employed part-time | 15 | 4.3% |
| Self-employed | 5 | 1.4% |
| Student | 41 | 11.7% |
| Retired | 6 | 1.7% |
| Unemployed | 2 | 0.6% |

4.2 Reliability Test (Cronbach's Alpha)

All the data that gathered from the Google Form by 350 respondents are tested in SPSS system software with going through a reliability test whereby this study also using Cronbach's Alpha to run the test of reliability alongside the five main independent variables such as compensation, leadership, working hours, promotion opportunities and relationships with co-workers as well as the dependent variable, job dissatisfaction. Regarding the results grading, 0.5 to 0.69 are deemed as poor while the acceptable values are between 0.7 to 0.9. Obviously, coefficient values that are more than 0.90 are the most excellent reliability level in the research.

The reliability statistics are shown as below:

Table 8 shows that the Cronbach's Alpha scores in this independent variable compensation, is 0.951, which is an excellent result as it is more than 0.90.

Table 8. Reliability Test: Compensation

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .951 | 5 |

Table 9 also shows that an excellent result of the reliability level from the second independent variable leadership, as it scores with 0.968.

Table 9. Reliability Test: Leadership

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .968 | 5 |

Table 10 shows that the independent variable working hours, had scores with 0.953 whereby is also an excellent result as it is more than 0.9 compared to the others.

Table 10. Reliability Test: Working Hours

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .953 | 5 |

Table 11 shows that the independent variable promotion opportunities, had scored 0.966, an excellent result in this Cronbach's Alpha reliability test for this research.

Table 11. Reliability Test: Promotion Opportunities

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .966 | 5 |

Table 12 shows that the Cronbach's Alpha score for the independent variable relationships with co-workers are 0.985 and it is an excellent result as it more than 0.9.

Table 12: Reliability Test: Relationships with Co-Workers

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .985 | 5 |

Table 13: shows that the dependent variable job dissatisfaction in retail industry had scores with a value of 0.965, proving an excellent result from the Cronbach's Alpha reliability test.

Table 13. Reliability Test: Job Dissatisfaction in Retail Industry

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .965 | 5 |

4.3 Linear Regression Test

This linear regression test is used to analyse whether the five main independent variables such as compensation, leadership, working hours, promotion opportunities and relationships with co-workers as well as the dependent variable, job dissatisfaction in retail industry in Malaysia, are having any significant impact throughout this whole research by the feedback from all the 350 respondents. The significant level that is chosen for this study should be less than 0.05. Any results that are higher than 0.05 are deemed as failed or rejected, which means they do not agree with the particular statements.

4.3.1 Model of Summary of Job Dissatisfaction in Retail Industry

According to Table 14, the model of summary result shows that the r-square value is 0.872, which means 87.2% of the variance are explained in the independent variables such as compensation, leadership, working hours, promotion opportunities and relationships with co-workers. The r-square of 0.872 shows that there is a strong relationship between independent variables and the dependent variable. Therefore, these independent variables are valid in this research.

Table 14. Model Summary of Job Dissatisfaction in Retail Industry

| Model Summary | | | | |
|-----------------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .934 ^a | .872 | .870 | .32415 |
| a. Predictors: (Constant), RWCW, C, WH, L, PO | | | | |

4.3.2 Analysis of Variances: ANOVA Reading in Regression

Table 15 shows that the ANOVA reading in regression whereby the p-value in the data analysis is help to determine whether it will be rejecting the null hypothesis or the alternative hypothesis that is mentioned above. The significance level chosen is less than 0.05 and the ANOVA reading here shows that it is only less than 0.001, which means the null hypothesis are rejected and the alternative hypothesis are accepted. As the alternative hypothesis in the ANOVA reading in the regression table is, at least one of the coefficients is not zero.

Table 15. ANOVA Job Dissatisfaction in Retail Industry

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|---------|--------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 245.591 | 5 | 49.118 | 467.465 | <.001 ^b |
| | Residual | 36.145 | 344 | .105 | | |
| | Total | 281.737 | 349 | | | |

a. Dependent Variable: JD

b. Predictors: (Constant), RWCW, C, WH, L, PO

4.3.3 Coefficients Result

According to Table 16, it is showing that the five main independent variables which are compensation (C), leadership (L), working hours (WH), promotion opportunities (PO) and relationships with co-workers (RWCW) are tested in the SPSS software system for their coefficients significant values. The significant level chosen for this analysis is less than 0.05, which is also a 95% of confidence level. The significant level of compensation, leadership and relationships with co-workers are less than 0.001 while only the significant level for working hours are 0.048 and 0.039 for the promotion

opportunities. So it is proved that all the variables are less than 0.05, which means the alternative hypothesis will all be accepted as there is no any variable that is higher than 0.05 or any null hypothesis are incurred.

Table 16. Coefficients Job Dissatisfaction in Retail Industry

| Coefficients ^a | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | |
| | | B | Std. Error | Beta | t |
| 1 | (Constant) | -.116 | .121 | | -.960 |
| | C | .309 | .050 | .237 | 6.139 |
| | L | .294 | .046 | .302 | 6.394 |
| | WH | .088 | .045 | .088 | 1.981 |
| | PO | .111 | .053 | .098 | 2.072 |
| | RWCW | .228 | .030 | .285 | 7.579 |

a. Dependent Variable: JD

4.4 Hypothesis Test

4.4.1 Compensation Hypothesis Test

| | |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------|
| H1 | Compensation has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------|

Based on Table 16, the P-value of the independent variable compensation is less than 0.001, showing that it does really have a significant impact and the standardised coefficient beta is 0.237, which also means that the compensation positively impacts job dissatisfaction in the retail industry. When the compensation increases by 1, job dissatisfaction in the retail industry will also increase by 0.237. Therefore, H1 is accepted as the compensation has a significant impact on the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia.

4.4.2 Leadership Hypothesis Test

| | |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|
| H1 | Leadership has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|

Based on Table 16, the P-value of the independent variable leadership is less than 0.001, showing that it does really have a significant impact and the standardised coefficient beta is 0.302, which also means that the compensation positively impacts job dissatisfaction in the retail industry. When the leadership increases by 1, job dissatisfaction in the retail industry will also increase by 0.302. Therefore, H1 is accepted as the leadership has a significant impact on the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia.

4.4.3 Working Hours Hypothesis Test

| | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------|
| H1 | Working hours has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------|

Based on Table 16, the P-value of the independent variable working hours is 0.048, showing that it does really have a significant impact and the standardised coefficient beta is 0.088, which also means that the working hours positively impacts job dissatisfaction in retail industry. When the working hours increase by 1, job dissatisfaction in the retail industry will also increase by 0.088. Therefore, H1 is accepted as the working hours have a significant impact on the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia.

4.4.4 Promotion Opportunities Hypothesis Test

| | |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| H1 | Promotion opportunities has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------|

Based on Table 16, the P-value of the independent variable promotion opportunities is 0.039, showing that it does really have a significant impact and the standardised coefficient beta is 0.098, which also means that the promotion opportunities positively impacts job dissatisfaction in retail industry. When the promotion opportunities increase by 1, job dissatisfaction in the retail industry will also increase by 0.098. Therefore, H1 is accepted as the promotion opportunities have a significant impact on the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia.

4.4.5 Relationships with Co-Workers Hypothesis Test

| | |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| H1 | Relationships with co-workers has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|

Based on Table 16, the P-value of the independent variable relationships with co-workers is less than 0.001, showing that it does really have a significant impact and the standardised coefficient beta is 0.285, which is also mean that the

relationships with co-workers positively impacts job dissatisfaction in retail industry. When the relationships with co-workers increases by 1, job dissatisfaction in the retail industry will also increase by 0.285. Therefore, H1 is accepted as the relationships with co-workers has a significant impact on the factors that influence the employees towards job dissatisfaction in the retail industry in Malaysia.

4.4.6 Summary of Hypotheses Test

| Set | Hypothesis | Coefficient Sig / P-Value | Accepted or Rejected |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------|
| 1 | H1: At least one of the coefficients is not zero. | 0.001 | Accepted |
| 2 | H1: Compensation has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. | 0.001 | Accepted |
| 3 | H1: Leadership has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. | 0.001 | Accepted |
| 4 | H1: Working hours has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. | 0.048 | Accepted |
| 5 | H1: Promotion opportunities has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. | 0.039 | Accepted |
| 6 | H1: Relationships with co-workers has a significant impact on the factor that influences employees towards job dissatisfaction in retail industry in Malaysia. | 0.001 | Accepted |

5. Discussions of the Variables

This chapter will discuss and explain the findings of the research that was conducted. It emphasises whether the outcome of each independent variable has a significant impact on the dependent variable. The chapter will also include the findings from the previous chapter, such as the reliability test and regression analysis. It will also include the limitations of the study, recommendations, and conclusion of this research.

5.1 Discussion on the Compensation

Table 4.13 shows that the compensation significantly impacts the job dissatisfaction in the retail industry with a p-value of less than 0.001 and a beta value of 0.309. Therefore, the null hypothesis which is H0 is rejected and the H1 hypothesis is accepted. The research demonstrates that compensation is one of the important factors that will be influencing employees towards job dissatisfaction in the retail industry, where the employees might decide to stay or leave in their position due to the low compensation they received or it doesn't meet their own requirements after they had put much effort for it.

According to Demir, compensation is one of the factors that will motivate employees and help the organisation to implement it, which is those reward systems like intrinsic rewards to increase satisfaction and overall job productivity [67]. One way to retain the employees in the organisation are offering them a good compensation package as employees are likely to stay in the same organisation if they think they are being appreciated from their efforts [68]. Direct compensation schemes, such as wages, prices, and bonuses are examples of concrete benefits and extra pay could be given such as rates, promoting cash bonuses, commissions, periodical promotions, motivational promotions and others, especially in the retail industry [69]. Therefore, compensation really does have a significant impact with job dissatisfaction in the retail industry.

5.2 Discussion on the Leadership

Table 4.13 shows that the leadership significantly impacts the job dissatisfaction in the retail industry with a p-value of less than 0.001 and a beta value of 0.294. Therefore, the null hypothesis which is H0 is rejected and the H1 hypothesis is accepted. The research demonstrates that leadership is also one of the other important factors that will be influencing employees towards job dissatisfaction in the retail industry, where the employees might decide to stay or leave in their position due to the poor leadership they had encountered in their workplace.

Several researches such as Kammerhoff, Lauenstein & Schutz, stated that there is a strong correlation between the role of leadership on job satisfaction and employee performance [70]. For example, a good leadership can be lead the team to reach an excellent performance such as attain their sales target every month in the retail industry. However, leadership may be deemed to fail or disappoint the employees whenever the superior doesn't make the right decision such as it only depends on their perspectives and biases. Based on the prior research from the above researchers, they had tested out that one of the hypothesis shows that leadership has a positive and significant effect on job satisfaction as well as the performance. In addition, the research from Paais & Pattiruthu also analysed that the significant level of leadership towards job satisfaction is less than 0.001, which mean it significantly impacts the dependent variable [71].

5.3 Discussion on the Working Hours

Table 4.13 shows that the working hours significantly impacts the job dissatisfaction in the retail industry with a p-value of 0.048 and a beta value of 0.088. Therefore, the null hypothesis which is H_0 is rejected and the H_1 hypothesis is accepted. The research demonstrates that working hours is also one of the important factors that will be influencing employees towards job dissatisfaction in the retail industry, where the employees might decide to stay or leave in their position due to the prolonged working hours they had to fulfil in their roles and it might also affect their health conditions.

5.4 Discussion on the Promotion Opportunities

Table 4.13 shows that the promotion opportunities had significantly impacted job dissatisfaction in the retail industry with a p-value of 0.039 and a beta value of 0.111. Therefore, the null hypothesis which is H_0 is rejected and the H_1 hypothesis is accepted. The research had demonstrates that promotion opportunities is another one of the important factors that will be influencing employees towards the job dissatisfaction in the retail industry, where the employees might be decided to stay or leave in their position due to the lack of promotion opportunities and especially for those who had worked two years and above but without receiving any right treatment despite their hardworking performances.

According to Shah and Khan, they had stated that job satisfaction and promotion opportunities had appeared as one of the significant factors that will influence employees towards job dissatisfaction and may lead to turnover intentions if they are not satisfied with their current positions [72]. Both promotion speed and remuneration growth are also the foremost factors that impacts their job dissatisfaction level which they wouldn't want to stay in an organisation if there is a lack of career advancement opportunities [73]. Based on one research from, their reliability analysis Cronbach's alpha for promotion in the workplace is 0.765 which means it is acceptable by most of the respondents [74].

5.5 Discussion on the Relationships with Co-Workers

Table 4.13 shows that the relationships with co-workers significantly impacts the job dissatisfaction in the retail industry with a p-value of less than 0.001 and a beta value of 0.228. Therefore, the null hypothesis which is H_0 is rejected and the H_1 hypothesis is accepted. The research had demonstrates that relationships with co-workers are one of the important factors that will be influencing employees towards the job dissatisfaction in the retail industry, where the employees might be decided to stay or leave in their position due to bad or toxic relationships they had with their co-workers, whereby some of the colleagues would backstabbing them by spreading false rumours or stole away their sales and customers in order just to achieve their monthly sales target.

It was mentioned that relationships with co-workers is one of the primary courses of career development in the workplace as they may get a better understanding towards the organisation when they just began their position. One of the researchers also tested out that their reliability analysis Cronbach's alpha for co-worker relationship is 0.770, an acceptable result to the research. A good co-worker may bring the results together by having the same decisions on their task segregation and a fruitful outcome, but a toxic co-worker could lead to poor performance of a team and causing more job dissatisfaction in the workplace such as retail industries. In addition, many workers that had quit from their position in retail industries are most likely being backstabbed by their co-workers or keep spreading false rumours to others, producing a commotion in the workplace.

5.6 Limitation of Study

In this research, one of the limitations would be for those articles or journals that needed to pay a certain amount in order to review the authors' works. This could be a knotty situation as it might lack some of the important details from there. Some of the websites which may also have a rigorous criteria before opening the files as it required the researchers to fill up their own personal data, which can be problematic given the prevalence of scams and frauds nowadays. Besides, there are also existing documents that are only accessible for half of the pages from the whole article. And some of the articles that had founded are too old as the majority are using the references from the 1960's to 1990's and some might be starting from 2000 to 2010. It is not that the old data is inaccurate but it might be outdated as the world is transforming fast due to the technology era and everything has changed a lot. Therefore, it has no choice but to spend more time to search for more new published articles or journals in order to get the latest data to prevent any scarcity of resources or any shortage of information.

Another limitation would be the linguistic barrier. As there are some respondents may not comprehend English since it was not their first language where they are used to only talk and write with their own native language such as Malay, Mandarin and Thai. And so, they might interpret the message incorrectly which leads them to choose the inaccurate answers for the survey and it may also cause the data to be running wrongly due to their misunderstandings. In addition, some of the respondents may be worried that their data information would be leaked out and choose to answer in an arbitrary way which causes some slight issues.

5.7 Recommendations

There are some improvements that could be done such as the languages that were used in the survey. It could be prepared with multiple languages for those selected target respondents in order to lessen their stress and reduce the misunderstandings that may happen in the survey. Perhaps it could be designed with three different kinds of language

especially to those elderly individuals. Furthermore, the research could be conducted in a longer period in order to obtain more data and information to compare with the current research and past research for finding out the gap of the differences in before and after of what the respondents think of. It might be a valuable tool to those employers that are running their own business and provides them another opportunity to grasp the ideas and opinions of others in order to enhance their employment or labour quality.

6. Conclusion

To wrap things up, this research explores and gives significant insights on the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia. The findings do also demonstrate that the main five independent variables such as compensation, leadership, working hours, promotion opportunities and relationships with co-workers all have a significant impact towards the dependent variable, which is the job dissatisfaction in the retail industry. Thus, the demographics engaged in the survey are age, ethnicity, education level, income level and current employment status. More importantly, the result of the r-square value is 0.872, indicating that the independent variables account for 87.2% of the variance to explain the job dissatisfaction in the retail industry. As for the significant level of this study it should be less than 0.05, therefore all the five main independent variables that stated above are accepted, showing all are significantly impacted by the dependent variable as all the results are less than 0.05.

Nevertheless, this study will also benefit those business owners or employers by allowing them or providing them an opportunity to grasp about the ideas or opinions from the respondents which provided their sincere thoughts towards the situations whenever they are working in the retail industry in Malaysia. The organisation could be more improvise and be more righteous by managing it with more better strategies and treating all the relationships in equality in order to prevent any disappointment from their employees more. The investigation's findings also provide answers to numerous question that raised in previous chapters and revealed these factors are all related to the job dissatisfaction in the retail industry. As a result, the primary goal of this research is to be identify and find out that the factors that influence employees towards job dissatisfaction in the retail industry in Malaysia.

Declaration

This manuscript was all prepared by the author and no any AI content or details involved.

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