

Analysis of Mediating Factors' Impact on Employee Job Satisfaction in a Superstore Retail Organization

Ms. Rumana Sultana Azmat Ullah*

Department of Business Administration, Port City International University, Chattogram, Bangladesh

*Corresponding Author Email: azmat.pstu@yahoo.com

Abstract

Employee job satisfaction is the vital issue for an organization to catch its successful position in the competitive market saliently depends on employee devoteness to the organization. Satisfied employees are fully committed and stimulated to show their best performance which helps to create value for customers and achieve company's objectives. Employees are satisfied in their job when they are adequately receiving different benefits like financial benefits (salary, bonus, and provident fund), allowances and insurance; better working conditions, various achievements in a company by their work performance, training and development facilities, and vacation facilities from an organization. The study is devoted to recognize the variables that affect the employee job satisfaction of an organization. The goal of the article is to measure the extent to influence the mediating factors to the employee job satisfaction.

Keywords: Job Satisfaction; Mediating Factors; Superstore Retail Organization.

DOI: 10.7176/RHSS/13-1-01

Publication date: January 31st 2023

1. Introduction

In the fields of organizational behavior and human resource management, job satisfaction is one of the topics that have received the most investigation. Job satisfaction is the degree to which a person feels satisfied by their job, which has an impact on personal wellbeing and even on the life satisfaction of the employee (Spector, 1997; Judge and Hulin, 1993; & Judge and Watanabe, 1993). It is therefore necessary to determine the factors that define this satisfaction, thereby allowing suitable updates to be made in order to prevent the deterioration of job conditions in an organization. Employee job satisfaction can be conceived of as a multi-dimensional concept that includes a set of favorable or unfavorable feelings by which employees perceive their job (Davis and Newstrom, 1999). Therefore, it is essential to identify the variables that define this satisfaction in order to make the necessary updates and prevent the worsening of working conditions within an organization. Two-dimensional paradigm with dimensions for both intrinsic and extrinsic satisfaction dimensions (Rose, 2001). Internal sources of happiness are influenced by a person's unique traits, such as their capacity for initiative, their relationships with their managers, or how well they carry out their duties. The situational nature of extrinsic sources of satisfaction depends on factors including compensation, advancement, and job security. These are all aspects of a profession that provide a financial or material benefit or reward.

The degree to which a worker's expectations for their jobs reflect their actual experiences in the workplace is a key factor in determining job satisfaction. A worker's expectations for the job are strongly tied to his or her personality, and the traits that make up the worker's character also influence how satisfied they are with their jobs. When an employee feels that their work is more fascinating or unique, their level of job satisfaction rises. (Dinler, 2008; Wright & Davis, 2003). Peretomode (2006) perceived job satisfaction as fulfillment acquired with experiencing various job activities and rewards.

Job satisfaction significantly influences organization behavior. Most studies have indicated that job satisfaction positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal, & Ferratt, 2001; Fraser, 2011). Researchers in the past have examined a number of elements that can affect employee job satisfaction.

Objectives of the Study

- i) To identify the factors that affect employee job satisfaction.
- ii) To measure the extent to influence the mediating elements to the employee job satisfaction.

Hypotheses of the Study

H0: There is no positive relationship between mediating factors and employees job satisfaction.

H1: There is a significant positive relationship between mediating factors and employees job satisfaction.

The following mediating factors have an impact on the employees' job satisfaction of Shwapno retail superstores.

Table 01| Mediating Factors

Serial No.	Factors
1	Financial Benefits
2	Allowances and Insurance
3	Working Condition
4	Training and Development
5	Vacation Facilities
6	Achievement

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job (Singh and Jain, 2013). Job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience (Locke, 1976). In the current environment of rapid change, businesses have begun to recognize that their most precious asset is their employees (Glen, 2006; Govaerts et al., 2011; Fulmer and Ployhart, 2014; Vomberg et al., 2015; Millar et al., 2017). Employee satisfaction and motivation are essential for modern business and a crucial characteristic that sets successful organizations apart from the competition.

Employee satisfaction has become one of the main corporate objectives in recent years. Job satisfaction refers to all the characteristics of the job itself and of the work environment in which employees may find rewards, fulfillment and satisfaction, or conversely, sentiments of frustration and/or dissatisfaction (Churchill et al., 1974). Consequently, employee job satisfaction is one of the most extensively explored issues in the field of organizational psychology (Spector, 1997). The measuring of employee happiness is one of the key components of human resource management. To increase productivity, responsiveness, quality, and customer service, businesses must ensure that employee satisfaction is high among their workforce. Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999).

According to Edwards (1996) determined that employees with high person-job fit produce superior results. Person-job fit with regard to the employee's wishes (employee related) and organizational mandates (job related). There are a number of variables for person-job fit identified different variables that including commitment to the job (Behery, 2009; Kristoff - Brown et al., 2005), job satisfaction (Erdogan and Bauer, 2005; Kristoff - Brown et al., 2005) performance and personality (Erdogan and Bauer, 2005). Sousa- Poza and Sousa- Poza (2000) held a contrary view from scholars as they viewed job satisfaction more than their feelings and attitude towards job but opined that job satisfaction depends on the balance between work-role input such as education, working time and work- role outputs (pleasure) increase relative to work-role inputs (pains) the job satisfaction will increase.

Robbins (2004), Luthans, (2006) supported the fact that financial benefits have a significant influence on job performance. Robbins et al (2003) supposed that most employees will look for payment systems that they believe to be fair, definite, and aligned with their expectations. An employee's values and motivations determine how satisfied they are with their work. Employees will feel more appreciated if a company genuinely listens to them, and this can be a tactical tool for increasing employee engagement in a job and employees are satisfied.

One would wish to empirically examine the competing job satisfaction variables to see which of these variables or job satisfaction components would most accurately predict job satisfaction of these organizational staff. There are criteria used in the superstore retail business to gauge how satisfied employees are with their jobs, including financial benefits, allowances and insurance, working conditions, training and development, vacation facilities, and achievement. The purpose of the study is to ascertain how mediating factors in the superstore retail organization affect employee job satisfaction.

3. Research Methods and Procedure

3.1. Nature of the Study

It is a descriptive study which is designed to find out factors influencing the employee job satisfaction of Shwapno retail organization. Therefore, this research paper helped to verify the important factors leading and contributing to the extent of current employee satisfaction customers and attract potential talented employees in an organization.

3.2. Sample

For the purpose of gathering sample data, this study adopted a non-probability convenient sampling approach. This research paper aims to measure the degree of employee job satisfaction with the superstore retail organization in Shwapno, Bangladesh. A total of 120 respondents were included in the survey's sample, which

was conducted from June 2021 to May 2022. Primary data has been gathered from a variety of employee groups at several outlets located in different parts of Chittagong metropolitan area in Bangladesh.

3.3. Data Collection Technique

This study basically depends on primary data gathering from a survey. For this reason a structured questionnaire has been developed. Excepting the questions relating to respondents demographic characteristics, the factors relating to employee job satisfaction like financial benefits, allowances and insurance, working conditions, training and development, vacation facilities, and achievement, appraisal and investigated through 5-point Likert scale standardized by (Brayfield-Rothe, 1951). The measure consists of 22 statements, with five responses available for each i.e. 1= strongly disagree, 2= disagree, 3= undecided, 4= agree, 5= strongly agree.

3.4. Data Analysis Technique and Reliability of Scale

SPSS software package version 21 has been deployed for statistical analysis. Reliability of data has been evaluated by using the Cronbach Alpha (Cronbach, 1951). Cronbach Alpha was 0.745. Alpha should be higher than 0.7 which is suggested by Nunnally (1978) and therefore data collection can be considered reliable. There are 2 (two) segmentations in the questionnaire: The first section of the questionnaire is demographic information which encompasses age, education, profession, gender, and marital status etc. The second part contained respondents' scale items aimed at analyzing the mediating factors impact on employee job satisfaction of superstore retail organizations as recommended in the literature. Demographic profile is understood by the use of descriptive statistical methods like mean, frequency, and percentage. Employee job satisfaction has been analyzed through Principal Component Analysis (PCA) and Pearson Coefficient of Correlation in order to give a result to research questions.

4. Research Findings and Discussion

4.1. Respondents Demographic

The researcher surveyed 160 sample questions to distribute the respondents and among them 100 percent respondents show their name. From demographic table researchers overlook that 100 percent respondents were service holders and doing the job in Shwapno superstore retail organization.

Table 02 | Age

	Frequency	Valid Percent	Cumulative Percent
Age	Below 20 years	17	10.6
	20-30 years	137	85.6
	30-40 years	4	2.5
	Above 40 years	2	1.2
	Total	160	100.0

From above table 02 revealed that 10.6 percent respondents age below 20 years, 85.6 percent respondents age 20-30 years, 2.5 percent people age 30-40 years, and 1.2 percent people age above 40 years old.

Table 03 | Education

	Frequency	Valid Percent	Cumulative Percent
Education	Below SSC	9	5.6
	SSC	12	7.5
	HSC	44	27.5
	Bachelor	73	45.6
	Master	21	13.1
	Others	1	0.6
	Total	160	100.0

Among the respondents educational qualification table 03 overlooked that 5.6 percent were below SSC, 7.5 percent were SSC, 27.5 percent were HSC, 45.6 percent were bachelor, 13.1 percent were master degree, and 0.6 percent respondents were Ph.D and others, which means maximum people have been highly educated.

Table 04 | Gender

		Frequency	Valid Percent	Cumulative Percent
Gender	Male	141	88.1	88.1
	Female	19	11.9	100.0
	Total	160	100.0	

From the above table 04 reveal that a total 141 respondents were male (88.1% samples) and 19 respondents were female (11.9% samples) that means majority respondents were male and both are currently working in Shwapno super shop.

Table 05 | Marital Status

		Frequency	Valid Percent	Cumulative Percent
Marital Status	Single	153	95.6	95.6
	Married	7	4.4	100.0
	Total	160	100.0	

Among the respondents, marital status table 05 disclosed that 95.6 percent people were single and 4.4 percent people were married.

4.2. Exploratory Factor Analysis

Exploratory factor analysis (EFA) was conducted in order to empirically validate the structure of research dimensions and to test the research instrument, within the context of the research population of employees' job satisfaction in superstore retail organization in Bangladesh. 21 questions relating to employee job satisfaction were factor analyzed using principal components analysis with promax rotation.

Table 06 | KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	1.284E3
	df	190
	Sig.	.000

KMO and Bartlett's test are shown in Table 06. The suitability of the data for factor analysis has been confirmed using the Kaiser-Meyer-Olkin measure of sampling adequacy was .733, above the commonly recommended value of .70, Kaiser proposed that a KMO > 0.9 was marvelous, in the 0.80s, meritorious, in the 0.70s, middling, in the 0.60s, mediocre, in the 0.50s, miserable, and less than 0.5 would be unacceptable (Kaiser and Rice, 1974), and Bartlett's test of sphericity was significant ($\chi^2(190) = 1.284E3, p < .001$).

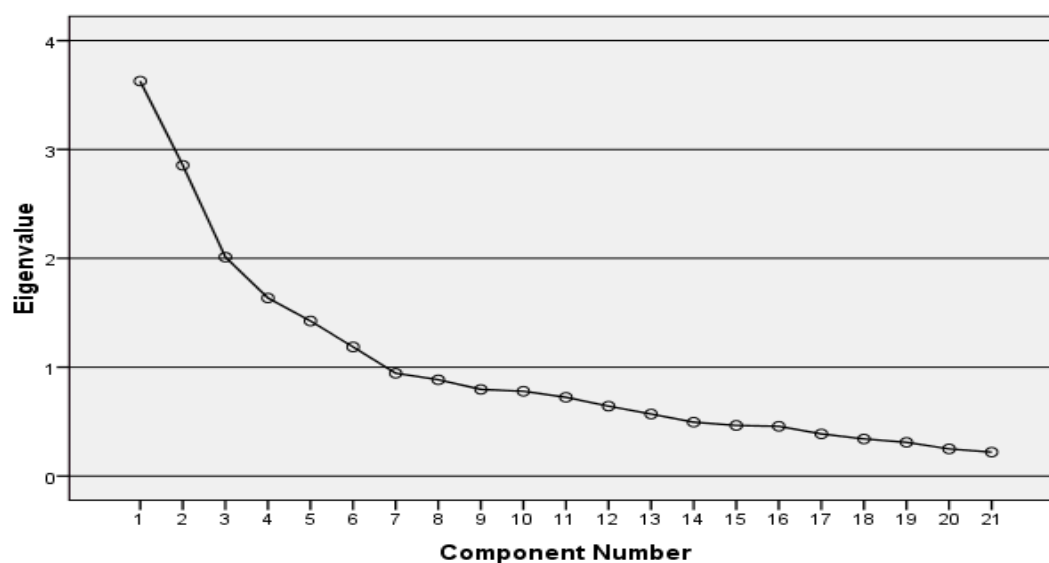


Figure 1 | Scree Plot

Using the both Scree plot and Eigenvalues > 1 to determine the underlying components, the analysis yielded six factors explaining a total of 60.659 percent of the variance present in the data. The Scree plot of the results of the analysis is shown in Figure 1. As the figure shows, we retained the factors above the inflection point.

Table 07 | Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.628	17.274	17.274	3.628	17.274	17.274	2.888
2	2.854	13.591	30.865	2.854	13.591	30.865	2.998
3	2.011	9.576	40.442	2.011	9.576	40.442	2.452
4	1.636	7.788	48.230	1.636	7.788	48.230	2.299
5	1.424	6.782	55.012	1.424	6.782	55.012	1.727
6	1.186	5.647	60.659	1.186	5.647	60.659	1.664

Extraction Method: Principal Component Analysis.

More detailed results of the Exploratory Factor Analysis (EFA) for the six factors are shown in Table 07. The unique loadings of specific items measured with the different questions in the questionnaire on the factors identified are shown in the pattern matrix (Table 08). As the table shows, each factor is loaded into by items that were designed to measure a specific construct and there are no cross-loadings. The first factor corresponds to allowances and insurance, second to financial benefits, third to working conditions, fourth to training and development, fifth to vacation facilities and the final to achievement.

Table 08 | Pattern matrix for components

	Component					
	1	2	3	4	5	6
Allowances and Insurance (1)	.776					
Allowances and Insurance (2)	.720					
Allowances and Insurance (3)	.689					
Allowances and Insurance (4)	.687					
Allowances and Insurance (5)	.636					
Allowances and Insurance (6)	.456					
Financial Benefits (1)		.903				
Financial Benefits (2)		.702				
Financial Benefits (3)		.531				
Financial Benefits (4)		-.416				
Financial Benefits (5)		-.401				
Working Condition (1)			.874			
Working Condition (2)			.569			
Working Condition (3)			.554			
Vacation Facilities (1)				.702		
Vacation Facilities (2)				-.647		
Vacation Facilities (3)				.401		
Training And Development (1)					.865	
Training And Development (2)					.864	
Achievement (1)						.820
Achievement (2)						.644

Extraction Method: Principal Component Analysis.

Note: The researchers compiled the data.

The financial benefit factor is composed of salary, festival bonus, provident fund, incentive, and a free smartphone. Initial Eigenvalues of this factor were 2.854, and significant factor loadings ranged from 0.903 to -0.401 on these variables, which formed a major group. This factor explains 13.591 percent of the total variation

existing in the variable set.

The factor of allowances and insurance is composed of lunch allowance, medical allowance, disease and damage compensation, transportation allowance, education allowance, and health insurance. 3.628 was the initial Eigenvalues of this factor, and significant factor loadings ranged from 0.776 to 0.456 on these variables, which made a major group. This factor explains 17.274 percent of the total variation existing in the variable set.

Working conditions include a relaxing area, flexible scheduling, and a comfortable work environment. Initial Eigenvalues for this factor were 2.011, and significant factor loadings on the variables that made up this major group ranged from 0.874 to 0.554. This component accounts for 9.576% of the total variation in the collection of variables.

The flexible holidays, paid leave options, and annual vacations make up the vacation facilities component. Initial Eigenvalues for this factor were 1.636, and significant factor loadings on the variables that made up this large set of variables ranged from 0.702 to 0.401. This component accounts for 7.788% of the total variation in the set of variables.

The training and development are composed of a mentor training program and fresher training. Initial Eigenvalues of this factor were 1.424, and significant f loadings ranged from 0.865 to 0.864 on these variables, which formed a major group. This factor explains 6.782% of the total variation existing in the variable set.

The achievement is composed of a better performance reward and a better chance of promotion. Initial Eigenvalues of this factor were 1.186, and significant factor loadings ranged from 0.820 to 0.644 on these variables, which formed a major group. This factor explains 5.647 percent of the total variation existing in the variable set.

Table 09 | Factor correlation

		Allowance & Insurance	Financial Benefit	Working Condition	Training and Development	Vacation Facilities	Achievement
Employee Job Satisfaction	Pearson Correlation	.269**	.287**	.192*	.328**	.345**	.123
	Sig. (2- tailed)	.001	.000	.015	.000	.000	.121
	N	160	160	160	160	160	160

This study has used the Pearson coefficient of correlation to clarify the correlation between employee job satisfaction and financial benefits, allowances and insurance, working conditions, training and development, vacation facilities, and achievement. The factor correlation table 09 shows that there is a significant positive relationship between mediating factors and employees' job satisfaction.

Limitations of the Study

The study's primary data sources may be significantly dependent on respondents' cooperation. It is possible that respondents' opinions may be biased. Only the Chattogram metropolitan region was included for collecting the primary data, so that was another geographical restriction of the study.

5. Recommendations and Conclusion

This research paper revealed that there is a great impact of mediating factors to employee job satisfaction. Based on the findings, this study suggests that the Shwapno Superstore, a retail organization, improves the financial and non-financial benefits to retain and attract talented employees for the organization's benefit. According to the literature, satisfied workers do perform better and contribute to the overall success of an organization. Conversely, dissatisfied employees underperform and become a hindrance to achievement. The study revealed that mediating factors of employee job satisfaction like financial benefits, allowances and insurance, working conditions, training and development, vacation facilities, and achievement will significantly predict job satisfaction in an organization. The result of the study elicited the conclusion that the mediating components have a great influence on employee job satisfaction, so the organization should consider the factors and try to improve the financial and non-financial facilities. It was observed that employees don't get job satisfaction from only financial factors but also from non-financial and fringe benefits.

References

- Agarwal, R., & Ferratt, T.W. (2001). Crafting and HR strategy to meet the need for IT workers. *Communications of the ACM*, Vol. 44(7), pp. 58-64.
- Behery M. H. (2009). Person/organisation job-fitting and affective commitment to the organisation: Perspectives from the UAE. *Cross Cultural Management: An Int. J.*, Vol. 16 (2), pp. 179-196.
- Brayfield, A. H., & Rothe, H. F. (1951). An Index of Job Satisfaction. *Journal of Applied Psychology*, Vol. 35(5),

- pp. 307-311.
- Churchill, G.A., Ford, N.M. & Walker, O.C. (1974). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, Vol. 11, pp. 323-32.
- Cronbach, L. J. (1951). Coefficient Alpha and Internal Structure of Test. *Psychometrika*, Vol. 16, pp. 297-334.
- Davis, K.Y. & Newstrom, J.W. (1999). *Comportamiento Humano en el Trabajo: Comportamiento Organizacional*. 10th ed., McGraw-Hill, Mexico City.
- Dinler, M. (2008). Örgüt Yapısına Yönelik Örgüt Gelistirme Teknikleri [Organization development techniques in relation with organization structure].
- Edwards, J. R. (1996). An examination of competing versions of the person–environment fit approach to stress. *Acad. Manag. J.*, Vol. 39, pp. 292-339.
- Fraser, J.A. (2011). *White –collar sweatshop: the deterioration of work and its rewards in corporate America*. New York: Norton and Company.
- Erdogan, B. and Bauer, T.N. (2005). Enhancing Career Benefits of Employee Proactive Personality: The Role of Fit with Jobs and Organisations. *Personnel Psychol.*, Vol. 58, pp. 859-891.
- Fulmer, I. S., and Ployhart, R. E. (2014). “Our most important asset” a multidisciplinary/multilevel review of human capital valuation for research and practice. *J. Manag.*, Vol. 40, pp. 161–192.
- Glen, C. (2006). Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Indust. Commer. Train.*, Vol. 38, pp. 37–45.
- Govaerts, N., Kyndt, E., Dochy, F., and Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *J. Workplace Learn.*, Vol. 23, pp. 35– 55.
- Hunter, W., & Tietjen, D. (1997). *Business to business marketing: Creating a community of customers*. Lincolnwood-Illinois, McGraw-Hill Professional.
- Judge, T.A. & Hulin, C.L. (1993). Job satisfaction as a reflection of a disposition: a multiple source causal analysis. *Organizational Behaviour and Human Decision Processes*, Vol. 56, pp. 388-421.
- Judge, T.A. and Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, Vol. 78, pp. 939-48.
- Kaiser, Henry F.; Rice, John (1974). "Little Jiffy, Mark Iv". *Educational and Psychological Measurement*. 34: 111–117. doi:10.1177/001316447403400115.
- Kristof-Brown, A.L., Zimmerman, R.D., Johnson, E.C. (2005). Consequences of individuals’ fit at work: A meta-analysis of person–job, person–organisation, person–group, and person–supervisor fit. *Personnel Psychology*, Vol. 58 (2), pp. 281–342.
- Locke, E. (1976). The nature and causes of job satisfaction. *Hand Book of Industrial and Organizational Psychology*, M. D. Dunnette, Ed., pp. 1297–1349, Rand McNally, Chicago, IL, USA.
- Luthans, F. (2006). *Organizational Behaviour*. (11th ed). Irwin: McGraw – Hill.
- Millar, C. C. J. M., Chen, S., and Waller, L. (2017). Leadership, knowledge and people in knowledge-intensive organisations: implications for HRM theory and practice. *Int. J. Hum. Res. Manag.*, Vol. 28, pp. 261–275.
- Nunnally, J. L. (1978). *Psychometric Theory*. New York: McGraw Hill Company.
- Peretomode, V. F. (2006). *Educational administration, Applied concepts and theoretical Perspective for student and practitioners*. Lagos, Joja Educational Research and Publishers Ltd.
- Potterfield, T. A. (1999). *The business of employee empowerment: Democracy and ideology in the workplace*. Westport, CT: Quorum Books.
- Singh, J. K. and Jain, M. (2013). A study of employees’ job satisfaction and its impact on their performance. *Journal of Indian Research*, vol. 1, no. 4, pp. 105–111, 2013.
- Robbins, S. P. Odendaal, A, and Rooch, G. (2003). *Organizational Behaviour. Global and Southern African Perspectives (9th ed)*. Cape Town: Person Education.
- Robbins, S. P. (2004). *Organizational behavior (10th ed)*. New Jersey Prentice – Hall.
- Rose, M. (2001). Disparate measures in the workplace. Quantifying overall job satisfaction. Paper presented at the 2001 BHPS research conference. Clochester, available at <http://www.esri.ie/advsearch.cfm?tcfind%20pubilcationsdmd=2&detail=1&id=2031>.
- Souse Pouza, A. & souse Pouza, A. A. (2000). Taking another look at the gender/ job satisfaction paradox. *Kykloss*, Vol. 53, pp. 135 – 152.
- Spector, P.E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Sage Publications, Thousand Oaks, CA.
- Vomberg, A., Homburg, C., and Bornemann, T. (2015). Talented people and strong brands: the contribution of human capital and brand equity to firm value. *Strat. Manag. J.*, Vol. 36, pp. 2122–2131.
- Wright, B. E., & Davis, B. S. (2003). Job satisfaction in the public sector: The role of the work environment. *American Review of Public Administration*, Vol. 33, 70-90.