

An Organization's Mediating Factors with Job Satisfaction: A Retail Superstore Analysis

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ABSTRACT

One of the most important factors in predicting an organization's success in the cutthroat market is employee loyalty to the company. Thus, a crucial element is worker job happiness. When workers are happy, they are fully committed and motivated to give their best work, which increases customer value and advances organizational objectives. Employee satisfaction is a result of better working conditions, opportunities for training and development, recognition for their efforts in the workplace, ample compensation (salary, bonus, and provident fund), insurance, allowances, and vacation benefits from their employer. Finding the variables that affect an organization's employees' work satisfaction is the study's main objective. The purpose of the paper is to put a number on how much the mediating elements affect workers' satisfaction with their jobs.

Key Words:

INTRODUCTION:

Among the subjects studied the most in the domains of organizational behavior and human resource management is job satisfaction. The level of a person's job happiness influences their personal welfare and even their level of life satisfaction (Spector, 1997; Judge and Hulin, 1993; & Judge and Watanabe, 1993). So, in order to prevent the decline of working conditions inside a company, it is imperative to determine the elements that characterize this satisfaction and make the necessary modifications. According to Davis and Newstrom (1999), employee job

satisfaction is a multifaceted notion that encompasses both good and negative emotions that workers have about their occupations. To make the required adjustments and stop the working circumstances in an organization from getting worse, it is crucial to determine the factors that characterize this satisfaction. A two-dimensional paradigm containing dimensions for both extrinsic and intrinsic happiness was put forth by Rose (2001). An individual's distinct qualities, such as initiative, boss relationships, or job performance, impact their internal sources of happiness. Extrinsic sources of enjoyment are situational and are influenced by things like salary, career progression, and work security. Included are all facets of a career that yield a monetary or tangible gain or reward.

A key component of job satisfaction is how well an employee's expectations for their work match their actual experiences at work. A person's personality and expectations for their work are closely related, and a person's personality also affects how happy they are in their jobs. When workers perceive their work to be more fascinating or distinctive, they are happier in their positions. Examples come from Wright and Davis (2003) and Dinler (2008). Job satisfaction, according to Peretomode (2006), is the contentment derived from participating in a variety of job-related activities and benefits. Organizational behavior is significantly influenced by job satisfaction.

REVIEW OF LITERATURE:

According to Singh and Jain (2013), job satisfaction refers to both an employee's positive and negative views about their work as well as the degree of happiness they derive from it. The pleasant and positive emotion that arises from assessing one's work or work experience is known as job satisfaction (Locke, 1976). Businesses have realized that their most valuable asset in the current fast-changing environment is their workforce (Glen, 2006; Govaerts et al., 2011; Fulmer and Ployhart, 2014; Vomberg et al., 2015; Millar et al., 2017). Modern businesses depend on employee motivation and satisfaction, which is a critical quality that makes winning firms stand out from the competitors.

Edwards (1996) identified workers who have a good person-job fit yield better outcomes. In terms of the individual's desires (job related) and organizational mandates (employee related), person-job fit is important. The factors that determine person-job fit are numerous. several factors were found, such as personality, performance, and job satisfaction (Erdogan and Bauer, 2005; Kristoff - Brown et al., 2005; Behery, 2009; Kristoff - Brown et al., 2005), as well as job

G. DHANA LAKSHMI, / International Journal of Engineering & Science Research commitment. In contrast to other scholars, Sousa-Poza and Sousa-Poza (2000) believed that work-role input, such as education, should be balanced in order to achieve job satisfaction. They also believed that job satisfaction should be prioritized over personal feelings and attitudes about the workplace. When working hours and job-role outputs (happiness) outweigh work-role inputs (pain), job satisfaction rises.

Robbins (2004) and Luthans (2006) provided evidence in favor of the idea that monetary advantages have a big impact on employees' productivity at work. According to Robbins et al. (2003), the majority of workers will search for payment schemes that they feel are clear-cut, equitable, and in line with their expectations. How happy an employee is with their work depends on their values and motives. If a company truly listens to its employees, they will feel valued more, and this can be a useful technique for raising employee satisfaction and job engagement.

To determine which of the competing work satisfaction factors—or job satisfaction components—would most reliably predict the job satisfaction of these organizational staff, one would want to conduct an empirical analysis of the variables. Superstore retailers use a variety of measures, such as pay, insurance, and allowances, as well as working conditions, vacation time, training and development opportunities, and accomplishment, to determine how happy their staff members are with their positions. Finding out how mediating elements in the superstore retail organization impact employee work satisfaction is the aim of this study.

Previous studies have examined a range of variables that may affect workers' job happiness. The goals of the research study are on worker job satisfaction and the mediating element that affects it.

OBJECTIVES OF THE STUDY:

- To identify the factors influencing job satisfaction among employees.
- To analyze the extent to which it is possible to modify the mediating elements that impact job satisfaction among employees.

RESEARCH METHODOLOGY:

This descriptive study aims to identify the factors influencing the work happiness of employees at the Shwapno retail firm. Consequently, this research report helped validate the key factors impacting current employee satisfaction among customers and attracting future talent to an organization. To gather sample data for this investigation, a non-probability convenient sampling

G. DHANA LAKSHMI, / International Journal of Engineering & Science Research approach was employed. This study's goal is to determine how content workers at the superstore retail chain in Shwapno, India are with their jobs. There were 160 responders in the study sample, which was conducted between June 2022 and July 2023.

Primary data was obtained from many staff groups at various locations spread over the Indian city of Chittagong. This study's primary data was acquired via a survey. As a result, an organized questionnaire was produced. A 5-point Likert scale that was standardized by Brayfield-Rothe (1951) was used to investigate the factors that affect employee job satisfaction, including financial benefits, allowances and insurance, working conditions, training and development, vacation facilities, and achievement appraisals. Questions about the respondents' demographics were not included in this analysis. The assessment comprises twenty-one statements, each of which has five possible answers: 1 for strongly disagree, 2 for disagree, 3 for undecided, 4 for agree, and 5 for highly agree.

For statistical analysis, SPSS software version 21 has been utilised. Data dependability has been evaluated using the Cronbach Alpha (Cronbach, 1951). The Cronbach Alpha was 0.745. According to Nunnally (1978), Alpha should be more than 0.7 in order for data collection to be regarded as reliable. There are two (2) segmentations on the questionnaire: The demographic section of the survey asks questions concerning, among other things, gender, marital status, age, education, and career. The impacts of the mediating elements that have been suggested by the literature on the work satisfaction of employees in superstore retail organizations were examined in the second section using the respondents' scale items.

The demographic characteristics can be understood by applying descriptive statistical tools like mean, frequency, and percentage. Employee work satisfaction has been investigated utilizing Principal Component Analysis (PCA) and Pearson Coefficient of Correlation to address research questions.

Study of Hypotheses:

H0: Employee satisfaction with work and mediating factors do not positively correlate.

H1: Mediating factors and workers' job satisfaction have a strong positive correlation.

Mediating Factors:

- Economic Advantages
- Insurance and Allowances
- Operational State

- Education and Training
- Achievement of Vacation Facilities

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.733
Bartlett's Test of Sphericity	Approx. Chi-Square	1.284E3
	Df	190
	Sig.	0.001

The KMO and Bartlett's test results are shown in the table. The value of .733, the Kaiser-Meyer-Olkin's measure of sample adequacy, is greater than the recommended amount, and is used to verify whether data are adequate for factor analysis. A KMO > 0.9 was considered wonderful, in the 0.80s, meritorious, in the 0.70s, moderate, in the 0.60s, mediocre, in the 0.50s, horrible, and less than 0.5 would be undesired, according to Kaiser's proposal. The results of Bartlett's sphericity test ($\chi^2(190) = 1.284E3, p = 0.001$) were significant.

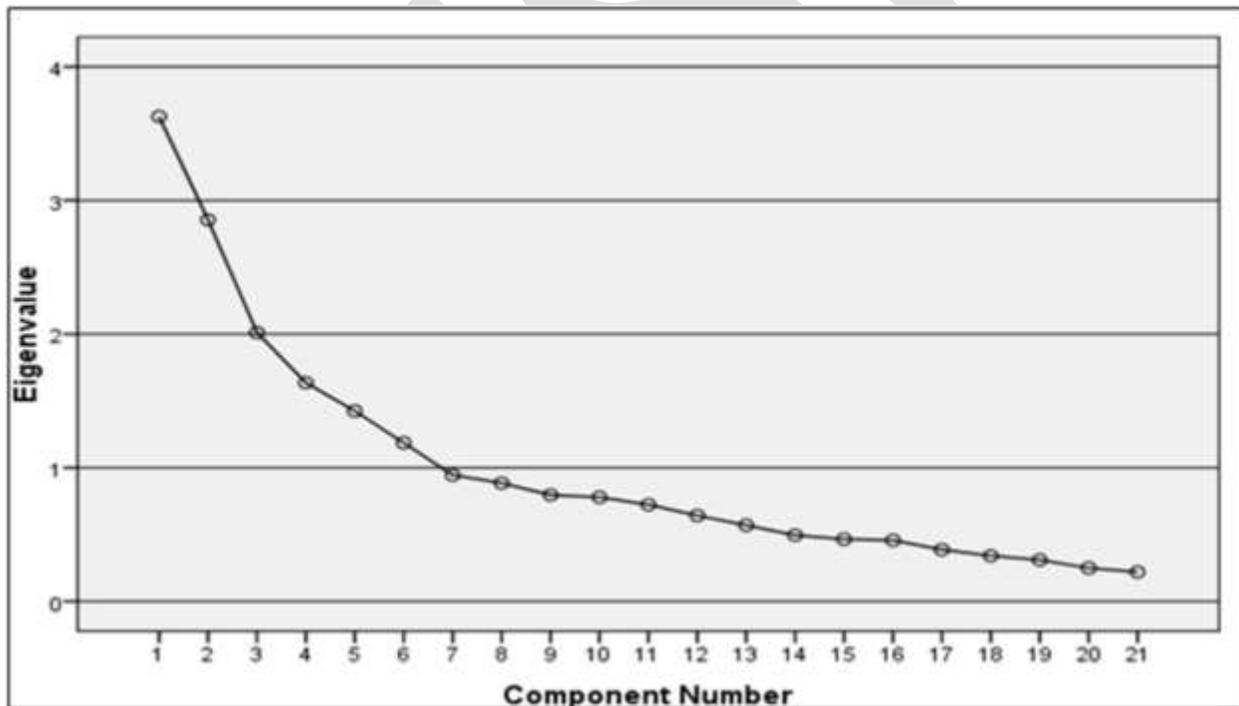


Table Total Variance Explained

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	1.42	6.782	55.012	1.42	6.78	55.012	1.727
6	1.186	5.647	60.659	1.186	5.647	60.659	1.664
<i>Extraction Method: Principal Component Analysis.</i>							

More detailed results of the Exploratory Factor Analysis (EFA) for each of the six components are shown in Table. The unique loadings of certain items measured with different questionnaire questions on the established parameters are shown in the pattern matrix (Table). The table shows that each factor is loaded with elements designed to measure a specific construct, and that there are no cross-loadings. First, there are benefits like insurance and allowances; second, there are financial advantages; third, there are working conditions; fourth, there are training and development opportunities; fifth, there are vacation facilities; and sixth, there is success.

TABLE PATTERN MATRIX FOR COMPONENTS

Variables	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
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The pay, festival bonus, provident fund, incentive, and free Smartphone comprise the financial benefit component. The factor's initial eigenvalues were 2.854, and the significant factor loadings on the variables comprising this main group varied between 0.903 and -0.401. 13.591 percent of the overall variation in the collection of variables may be attributed to this component. The components of allowances and insurance include lunch, medical, illness and damage compensation, transportation, education, and health insurance. The variables in this main group exhibited significant factor loadings ranging from 0.776 to 0.456, and the factor's initial Eigenvalues were 3.628. 17.274% of the total variation in the collection of variables is explained by this component.

Comfortable workstations, accommodating schedules, and tranquil settings are all regarded as favorable working conditions. This element accounts for 9.576% of the total variation in the set of variables. The first Eigenvalues for the greatest set of variables that comprised this factor were

G. DHANA LAKSHMI, / International Journal of Engineering & Science Research 2.011, and their significant factor loadings ranged from 0.874 to 0.554. The annual vacation, paid leave options, and flexible holiday schedules make up the vacation amenities component. This component accounts for 7.788% of the variation in the collection of variables. The initial eigenvalues for this factor were 1.636, and the variables comprising this large set of variables showed significant factor loadings ranging from 0.702 to 0.401.

Training and development includes onboarding training and a mentorship program. The factor's initial eigenvalues were 1.424, and the significant f loadings on the variables comprising this main group varied between 0.865 and 0.864. This component accounts for 6.782% of the total variation in the variable set. The achievement consists of a higher chance of promotion and a better performance award. For this extensive set of variables, the significant factor loadings varied from 0.820 to 0.644, and the factor's initial eigenvalues were 1.186. 5.647 percent of the total variation in the collection of variables is explained by this component.

Factor Correlation

	Allowan ce & Insura nce	Financ ial Benefi t	Worki ng Condi tion	Training and Developm ent	Vacati on Faciliti es	Achieve ment
Pearson Correlation	0.269**	0.287* *	0.192 *	0.328* *	0.345* *	0.123
Sig. (2- Tailed)	.001	.000	.015	.000	.000	.121
N	160	160	160	160	160	160

CONCLUSIONS:

Conclusions of this study showed that mediating factors have a big impact on how happy employees are at work. Drawing on the research findings, it is suggested that the retail company Shwapno Superstore improve its non-cash benefits to attract and retain top talent for the benefit of the company. According to the research, happy workers do perform better and add to an organization's total success. On the other hand, dissatisfied workers perform badly and impede advancement.

The study observed that mediating factors including financial benefits, insurance and allowances, working conditions, training and development, vacation options, and achievement can all significantly predict an organization's level of job satisfaction. The study's conclusions lead to the deduction that the mediating factors significantly affect how satisfied employees are with their jobs. The organization should therefore consider these factors and endeavor to improve both its financial and non-financial facilities. It was discovered that in addition to financial factors, non-financial and fringe perks also had an impact on employee work satisfaction. The study's primary data sources may be very dependent on respondents' cooperation. This may be bias in the respondents' viewpoints. The fact that the main data collection for the study was limited to the Chattogram metropolitan area was another geographical constraint.

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