

The Effect of Burnout on Job Satisfaction Among Merchandising Employees in A Retail Company

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Abstract

Merchandiser employees have duties and responsibilities in carrying out sales display marketing strategies on grocery shelves. Beyond the job satisfaction they experience, many merchandiser employees also experience burnout at work. The purpose of this study is to determine whether there is an effect of burnout on job satisfaction among employees in retail companies. The method used is a quantitative research method with 116 respondents. The data collection technique used in this study is purposive sampling, with questionnaire items distributed through Google Forms. The job satisfaction measurement tool used a scale consisting of 29 statement items compiled based on five dimensions, while the burnout measurement tool used a scale based on aspects of burnout consisting of 52 statement items. The results of this study indicate that the hypothesis is accepted, confirming the influence of burnout on job satisfaction among employees in retail companies. The correlation coefficient is $r = 0.463$, and the magnitude of the effect of burnout on job satisfaction is 0.214 (21.4%), with the remaining 0.786 (78.6%) influenced by other factors outside the research variables, such as marital status and employee self-achievement, with a significance value of 0.000 ($p < 0.05$). Based on the empirical mean calculation, the job satisfaction scores of the respondents in this study fall into the very high category, while the burnout scores fall into the medium category.

INTRODUCTION

The growth of the economic sector in Indonesia is inseparable from the establishment of various business entities, including retail companies, which are business activities that involve selling goods or offering services directly to consumers. From the 1970s to the 1980s, modern retail developed with the concept of supermarkets and department stores, marked by the establishment of companies such as Hero in 1971, Ramayana in 1983, and Matahari in 1986. The creativity of retail pioneers in capturing market opportunities led to the establishment of various new types of retailers, such as Indomaret in 1988 and Alfamart in 1989.

Employees who work in supermarkets or retail companies are assigned according to their capacity and placed within specific divisions (Carré dan Tilly 2017; Mou dan Robb 2019). One such division is the merchandiser department. Merchandisers are part of the marketing division team responsible for delivery processes and activities, product displays in modern markets, goods availability, and event marketing activities to increase sales (Awali & Rohmah, 2020). Almost all merchandiser activities focus on displaying products in stores. However, based on information reported by Purwanto (2021), since early March 2020, when the Covid-19 pandemic struck, the job descriptions of merchandiser employees shifted from offline to

online or Work From Home (WFH) due to the government's social restriction policies in public spaces.

Based on data obtained by Dinisari (2020), government policies implementing social restrictions caused various small and large businesses to decline, with retail companies being a notable example. Many retail companies in Indonesia closed their businesses as a result of the social restriction policies imposed during the Covid-19 pandemic.

Based on data from ZARA Clothing Brand as reported by Eva, Dini, Agnes, Nuha, and Ibrahim (2020), prior to the Covid-19 pandemic, merchandiser employees were responsible for the products sold in-store and for ensuring that these products were visible and appealing to consumers. During the pandemic, however, merchandiser employees took on the additional responsibility of developing, implementing, and maintaining systems, ensuring that transaction processes ran smoothly, and keeping the store's sales system up to date (Altın *et al.* 2017; Wahab dan Blackman 2023; Masters *et al.* 2025).

Based on the results of brief interviews with three employees working in the merchandiser department at a retail company, the respondents expressed satisfaction with their working conditions over approximately two years of employment (O'Donnell dan Mirtcheva-Broderson 2015; Chaudhry *et al.* 2017; Lee dan Park 2021). These included a comfortable working atmosphere, an air-conditioned workspace, a basic salary higher than that of crew or cashier-level staff, two types of allowances — namely overtime allowance and display sales allowance — health facilities such as BPJS Employment and BPJS Health, access to a company cooperative, and a clear career path with promotion opportunities based on performance and contributions. These factors contributed to their sense of happiness and job satisfaction, as well as their sense of belonging within the company.

In carrying out their work, merchandiser employees are required not only to execute the sales display marketing strategy on grocery shelves in accordance with product type, but also to meet daily or monthly sales targets for displayed goods, ensure that products are placed strategically to attract consumer interest, and monitor products from post-production through to consumer delivery. At times, these employees are also assigned tasks outside their primary duties and responsibilities. This results in reduced rest hours and the sudden addition of overtime. Such conditions make it difficult for merchandiser employees to focus and concentrate on their primary work, cause feelings of incompetence when tasks assigned by superiors cannot be completed, and lead to decreased motivation, reduced productivity, and diminished dedication to the company — all of which contribute to a decline in job satisfaction.

According to Hariyadi (2006), burnout is a term that describes the emotional state of a person who feels mentally, emotionally, and physically exhausted as a result of increased work demands. Togia (2005) notes that the common impact of burnout is a decrease in organizational commitment and productivity. This occurs due to unrealistic internal and external demands, such as the expectation to complete work within deadlines with perfect results, career path pressures, and high self-expectations. In addition, burnout can also be triggered by social pressure to remain consistently active and productive.

This is similar to what was experienced by Merchandiser Display (MD) employees at PT. Frisian Flag Indonesia (FFI), Banjarmasin Branch, as researched by Ardi and Nuriqli (2018). Observations of the work system revealed that employees were seen working under highly defined conditions and at a fast pace, and were frequently found holding their foreheads,

appearing upset or tired, and complaining whenever they had to submit reports or check in at the office. Documentation obtained from the HRD department of PT. Frisian Flag Indonesia (FFI), Banjarmasin Branch, further revealed that each month, between two and five Merchandiser Display (MD) employees resigned for various reasons, one of which was an overly demanding work schedule that was not balanced with employees' capacity.

Based on research conducted by Prianto and Bachtiar (2020), there is a relationship between work fatigue (burnout) and job satisfaction among librarians at the UII Library Directorate, with a value of -0.489 , indicating that a relatively low level of burnout was associated with a correspondingly satisfactory level of job satisfaction.

Based on the foregoing, it can be concluded that the growth of Indonesia's economic sector is closely tied to the development of retail companies, particularly supermarkets, where employees are assigned to specific divisions, including the merchandiser department. A common challenge faced by merchandiser employees is the failure to meet weekly or monthly sales targets, which affects incentives, promotions, and overall job satisfaction. Job satisfaction is related to working conditions and factors that make employees feel comfortable, thereby increasing activity and productivity at work. Furthermore, the pressure of meeting the demands of superiors and consumers can result in physical fatigue, which in turn affects emotional stability and contributes to burnout (Abdelraof & Behilak, 2019; Khera, 2017). Burnout can be understood as a state of physical and mental exhaustion that results in emotional instability, causing employees to feel disengaged from their work (Eliyana, 2016; Tavacioglu et al., 2019).. This research is important for enabling companies to better understand the conditions of their employees, particularly those in the merchandiser department, as the level of job satisfaction experienced by employees can determine whether physical and mental fatigue leads to emotional instability, ultimately affecting the productivity, work activities, and loyalty of merchandiser employees in retail companies (Chaudhary & Jadhav, 2014; Hudson, 2019).

Based on the above, the researcher is interested in further examining whether there is an effect of burnout on job satisfaction among merchandiser employees in retail companies (Adipradana, 2014; Ardi & Nuriqli, 2018). The purpose of this study is to empirically test the effect of burnout on job satisfaction among merchandiser employees in retail companies (Azizah & Fauzany, 2019; Yusnani & Sary, 2019).. This research is expected to provide both theoretical and practical benefits. Theoretically, it contributes to the development of industrial and organizational psychology, particularly as a reference to enrich understanding of the influence of burnout on job satisfaction in the workplace. Practically, the results are beneficial for merchandiser employees as input for overcoming burnout and finding ways to achieve job satisfaction; for companies as information and a basis for evaluation in reducing physical and mental burnout and increasing job satisfaction among merchandiser employees; for the community as a reference for understanding the effect of burnout on job satisfaction among family members or colleagues working as merchandisers; and for future researchers as a reference for comparing findings across different or similar contexts and participant characteristics.

RESEARCH METHOD

This research uses a quantitative research method with a causal-associative design (Sugiyono, 2016). The causal-associative design is used to determine the cause-and-effect relationship between the independent variable (burnout) and the dependent variable (job satisfaction). The approach is considered appropriate because it allows the researcher to statistically test the influence of burnout on job satisfaction among merchandiser employees in retail companies.

Research Variables

1. Bound Variable (Y): Job Satisfaction
2. Independent Variable (X) : Burnout

Sample and Population

The population in this study is employees. The sample in this study is an employee in a retail company in the merchandiser section. Namely, an employee of the merchandiser section, working in a retail company, minimum working period of one (1) year, minimum education of high school / equivalent, and aged 18 years – 35 years.

Sampling techniques

The sampling technique used in this study is purposive sampling which is included in the type of non-probable sampling technique. Wagiran (2019), argues that the sample selected in purposive sampling is based on the assessment or view of the researcher based on certain goals and intentions. Provided that the sample is representative or considered to have represented the designated population.

Data Pooling Techniques

The technique used in collecting data for this research is by using questionnaires. In this study, two scales were used, namely the job satisfaction scale and the burnout scale. The scale model used in this study refers to the likert scale which has a four-point scale range, consisting of the statements Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). This scale consists of one kind of statement, namely favorable statements (statements that support or favor the object of research).

Data Analyst Techniques

The data analysis technique in this study uses simple linear regression analysis. Simple regression analysis was used to test the influence between two variables, namely the influence between variable X and variable Y. Data analysis in this study was carried out using the SPSS (Statistical Program for Social Science) for Windows computer program.

RESULTS AND DISCUSSION

Scale Validity Test

This study uses content validity. According to Azwar (2012), the validity of the content is a validation carried out through testing the feasibility or relevance of the test content to the competent or expert judgement in which the supervisor plays the role of a competent assessor. In this study, the validity of the content was tested by the supervisor as an expert judgement who examined items on the job satisfaction scale and on the burnout scale.

Table 1. Improved Job Satisfaction Scale Item

No	Dimensions	About Aitem
1	The Work Itself	4
2	Salary	11
3	Promotions	13, 14, 15, 16, 17, 18
4	Supervision	21
5	Co-Workers	28, 29

Source: Adapted from Septiyani (2008) and modified by the author for research purposes (2025)

Table 2. Improved Burnout Scale Items

No	Dimensions	About Aitem
1	Physical Exhaustion	14, 15
2	Emotional Exhaustion / Depersonalization	34

Source: Adapted from Bahar (2008) and modified by the author based on Maslach & Jackson (1981) (2025)

Table 3. Distribution of Job Satisfaction Scale Items

No	Dimensions	Favorable Item	Initial Items	Final Item
1	The work itself	1, 2, 3, 4, 5, 6	6	6
2	Salary	7, 8, 9, 10, 11, 12	6	6
3	Promotions	13, 14, 15, 16, 17, 18, 19	7	7

Source: Research questionnaire design (author, 2025)

Table 4. Distribution of Burnout Scale Items

Dimensions	Indicator	Favorable	Unfavorable	Initial Items	Final Item
Physical Exhaustion	a. Things related to frustration	10, 28, 37	17, 32, 48	6	6
	b. Feeling depressed	8, 24, 44	15, 51, 52	6	6
	c. Feeling physical complaints	5, 25, 43	18, 33	5	5
Emotional Exhaustion / Depersonalization	a. Loss of positive feelings	1, 27, 36	14, 23, 40	6	6
	b. Avoid contact with work	7, 31, 41	11, 22, 47	6	6
	c. Not caring about the surrounding conditions	4, 21, 30	13, 42	5	5
Reduce Personal Accomplishment	a. Feeling incompetent at work	2, 34, 39	9, 26, 45	6	6
	b. Loss of willpower at work	6, 20, 38	16, 46, 50	6	6
	c. Feeling worthless	3, 29, 49	12, 19, 35	6	6
Quantity		27	25	52	52

Source: Research questionnaire design (author, 2025)

Table 5. Reliability of Job Satisfaction Scale

Dimensions	Reliability	Variance	$\Sigma\sigma^2(\alpha_i - 1)$
The work itself	0,867	7,468	-0,993244
Salary	0,871	11,610	-1,49769
Promotions	0,915	15,666	-1,33161
Supervision	0,883	10,454	-1,223118

Dimensions	Reliability	Variance	$\Sigma\sigma^2i(\alpha_i - 1)$
Co-Workers	0,705	6,851	-2,021045
Table variance values		52,049	-7,066707

Source: Primary data processed using SPSS (author, 2025)

Table 6. Reliability of the Burnout Scale

Cronbach's Alpha	N of Items
0,981	52

Source: Primary data processed using SPSS (author, 2025)

Table 7. Normality Test Results of Job Satisfaction and Burnout Scale

Variables	Sig	P	Remarks
Job Satisfaction dimension of the job itself	0,000	$P \geq 0.05$	Not normally distributed
Job Satisfaction dimension Salary	0,000	$P \geq 0.05$	Not normally distributed
Job Satisfaction dimension Promotion	0,000	$P \geq 0.05$	Not normally distributed
Job Satisfaction dimension Supervision	0,000	$P \geq 0.05$	Not normally distributed
Job Satisfaction dimension of Colleagues	0,000	$P \geq 0.05$	Not normally distributed
Burnout	0,000	$P \geq 0.05$	Not normally distributed

Source: Primary data processed using SPSS (author, 2025)

Table 8. Results of Hypothesis Test of the Effect of Burnout on Job Satisfaction

R	F	R Square	Sig	P
0,463	31,042	0,214	0,000	≤ 0.01

Source: Primary data processed using SPSS (author, 2025)

Table 9. Job Satisfaction Scale, Dimensions of the Job Itself

Scale	Empirical Mean (ME)	Hypothetical Mean (MH)	Hypothetical Standard Deviation (SDH)	Categories
Job Satisfaction *The job itself	21,54	15	3	Very High

Source: Primary data analysis (author, 2025)

Table 10. Empirical Mean of Categories by Age

Age	N	JS *The job itself ME	Categories	JS *ME Salary	Categories	JS *ME Promotion	Categories	JS *Supervised ME	Categories	JS *ME Co-Worker	Categories	Burnout ME	Categories
18-23 yrs	59	21,02	Very High	20,61	Height	23,85	Height	20,53	Height	12,37	Height	184,37	Very High
24-29 Yrs	33	21,67	Very High	21,12	Very High	25,03	Very High	21,88	Very High	13,06	Height	192,45	Very High
30-35 yrs	24	22,67	Very High	22,21	Very High	25,92	Very High	22,21	Very High	14,63	Very High	200,63	Very High

Source: Primary data analysis (author, 2025)

Table 11. Empirical Mean Categories Based on Education

Education	N	JS *The job itself ME	Cate gories	JS *ME Salary	Cate gories	JS *ME Promotion	Cate gories	JS *Sup ervised ME	Cate gories	JS *ME Co- Worker	Cate gories	Burn out ME	Cate gories
High School	57	22,00	Very High	22,02	Very High	25,75	Very High	21,93	Very High	13,82	Height	197,23	Very High
SMK	35	21,43	Very High	21,11	Very High	24,09	Very High	21,20	Very High	12,89	Height	188,54	Very High
D3	9	20,22	Height	18,11	Height	22,44	Height	19,44	Height	10,44	Medium	170,89	Height
D4	2	17,00	Medium	14,50	Medium	16,50	Medium	16,00	Medium	11,00	Medium	139,00	Medium
S1	11	21,27	Very High	19,91	Height	23,45	Height	20,27	Height	11,64	Medium	181,45	Height
S2	2	22,50	Very High	20,50	Height	25,50	Very High	22,00	Very High	14,50	Very High	195,50	Very High

Source: Primary data analysis (author, 2025)

Table 12. Empirical Mean Categories Based on Length of Work

Long Time Working	N	JS *The job itself ME	Cate gories	JS *ME Salary	Cate gories	JS *ME Promotion	Cate gories	JS *Sup ervised ME	Cate gories	JS *ME Co- Worker	Cate gories	Burn out ME	Cate gories
1-3 Yrs	86	21,43	Very High	21,21	Very High	24,66	Very High	24,66	Very High	21,26	Very High	190,13	Very High
4-6 Yrs	23	22,26	Very High	21,52	Very High	25,35	Very High	25,35	Very High	22,04	Very High	196,22	Very High
7-10 Yrs	7	20,57	Height	18,14	Height	21,57	Height	21,57	Very High	18,71	Very High	168,57	Height

Source: Primary data analysis (author, 2025)

This study aims to determine whether burnout has an effect on job satisfaction among merchandiser employees in retail companies. The results indicate a significant influence of burnout on job satisfaction among merchandiser employees in retail companies, with a correlation coefficient of 0.463 and an effect size of 0.214 (21.4%). The remaining 0.786 (78.6%) was influenced by other factors not examined in this study, with a significance value of 0.000 ($p \leq 0.01$), indicating a highly significant influence. Therefore, the hypothesis proposed in this study is accepted, confirming a highly significant influence of burnout on job satisfaction among employees in retail companies. This is consistent with the findings of Falah and Sumiyati (2016), which state that there is a positive and significant influence of burnout on employee job satisfaction, and that burnout is inversely proportional to job satisfaction — meaning that employees with a high level of job satisfaction tend to exhibit a low level of burnout.

Based on the empirical mean calculations for each job satisfaction dimension, employees in retail companies fall into the very high category (ST) on the work itself dimension, with an empirical mean of 21.54 against a hypothetical mean of 15. On the salary dimension, employees also fall into the very high category (ST), with an empirical mean of 21.08 against a hypothetical mean of 15. On the promotion dimension, employees fall into the very high

category (ST), with an empirical mean of 24.61 against a hypothetical mean of 17.5. On the supervision dimension, employees fall into the very high category (ST), with an empirical mean of 21.08 against a hypothetical mean of 15. On the co-worker dimension, employees fall into the high category (T), with an empirical mean of 13.03 against a hypothetical mean of 10.

The sample of this study consists of merchandiser department employees in retail companies, compared across gender, age, education level, and length of service. In terms of job satisfaction on the work itself dimension by gender, male employees have a mean value of 21.69 and female employees have a mean value of 21.39, with both groups falling into the very high category (ST). On the salary dimension by gender, male employees have a mean value of 20.95, placing them in the high category (T), while female employees have a mean value of 21.23, placing them in the very high category (ST). On the promotion dimension by gender, both male and female employees share a mean value of 24.61, placing both groups in the very high category (ST). On the supervision dimension by gender, male employees have a mean value of 21.44 and female employees have a mean value of 21.07, with both groups falling into the very high category (ST). On the co-worker dimension by gender, male employees have a mean value of 12.78 and female employees have a mean value of 13.30, with both groups falling into the high category (T).

Based on age, employees aged 18–23 years fall into the very high category (ST) on the work itself dimension, with a mean value of 21.02. On the salary dimension, this age group falls into the high category (T), with a mean value of 20.61. On the promotion dimension, they fall into the high category (T), with a mean value of 23.85. On the supervision dimension, they fall into the high category (T), with a mean value of 20.53. On the co-worker dimension, they fall into the high category (T), with a mean value of 12.37.

Based on the empirical mean data by length of service, employees who have worked for 7–10 years show lower levels of job satisfaction across the dimensions of work itself, salary, promotion, supervision, and co-workers compared to those who have worked for 1–3 years and 4–6 years. This finding is inconsistent with the results of Mizmir (2011), who stated that the longer a person's period of service, the higher their job satisfaction.

Regarding burnout, employees who worked for 1–3 years fell into the very high category (ST) with an empirical mean of 190.13, those who worked for 4–6 years fell into the very high category (ST) with an empirical mean of 196.22, and those who worked for 7–10 years fell into the high category (T) with an empirical mean of 168.57. Based on the empirical mean data by length of service, employees who have worked for 4–6 years exhibit the highest level of burnout.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the hypothesis proposed in this study is accepted, namely that there is an effect between burnout and job satisfaction in merchandiser employees in retail companies. This study also showed that there was an effect of burnout on job satisfaction of 0.214 (21.4%) and

The remaining 0.786 (78.6%) were influenced by other factors outside the study variables. In the job satisfaction variable of the work dimension itself, the salary dimension, promotion dimension, supervision dimension of the empirical mean calculation are in the very

high category (ST), and the job satisfaction variable of the colleague dimension of the empirical mean calculation is in the high category (T). Meanwhile, in the burnout variable, the results of the empirical mean calculation for employees in retail companies are in the medium category.

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