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**THE RELATIONSHIP OF PAY STRUCTURE ON JOB
SATISFACTION AMONG RETAIL EMPLOYEES IN
HYPERMARKETS**



WONG YEN NY

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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**THE RELATIONSHIP OF PAY STRIUCTURE ON JOB
SATISFACTION AMONG RETAIL EMPLOYEES IN
HYPERMARKETS**

BY

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UUM
Universiti Utara Malaysia

**Dissertation Submitted to
School of Business Management,
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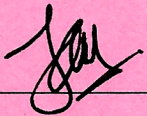
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IN HYPERMARKETS**

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ABSTRACT

This study aims to investigate the relationship of pay structure on job satisfaction among employees in hypermarket Kuala Terengganu following by raising the minimum wage to RM1,700. The implementation of a minimum wage is intended to protect workers by ensuring fairness payment for a decent standard of living. While the policy establishes a wage floor, the organization must ready to apply the new pay structure. This could lead to job satisfaction among the employees. This study utilizes a quantitative approach; population is 110 full-time employees in hypermarket. An online survey was sent via google form platform to 86 full-time retail workers to examine relationship pay sturcture with job satisfaction. In this study, the Statistical Package for Social Sciences version 30 was used to analyse data collection. The Multiple Regression analysis is used to examine the relationship between dependent variable job satisfaction and the independent variable including monetary value , perceived fairness and sufficient for living. The finding indicate perceived fairness has a significant relationship with job satisfaction. Employee who perceived fairness treated are satisfied with their job. However the hypotheses regarding monetary value and sufficient for living were not supported , indicating that two factorcs not have a significant relationship within job satisfaction.

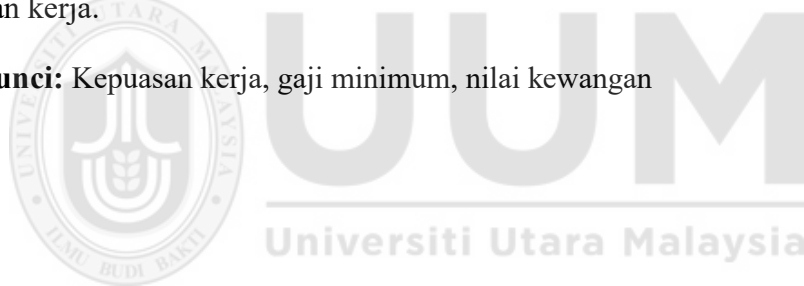
Keywords: Job satisfaction, minimum wages, monetary value



ABSTRAK

Kajian ini bertujuan untuk menyelidik hubungan struktur gaji terhadap kepuasan kerja dalam kalangan pekerja di pasar raya besar Kuala Terengganu selepas kenaikan gaji minimum kepada RM1,700.00. Pelaksanaan gaji minimum ini bertujuan untuk melindungi pekerja dengan memastikan pembayaran yang adil bagi menjamin taraf hidup yang sewajarnya. Walaupun dasar ini menetapkan paras gaji minimum, organisasi perlu bersedia untuk melaksanakan struktur gaji yang baharu. Langkah ini berpotensi meningkatkan kepuasan kerja dalam kalangan pekerja. Kajian ini menggunakan pendekatan kuantitatif; populasi adalah 110 pekerja sepenuh masa di pasaraya besar Kuala Terengganu. Satu tinjauan dalam talian telah dihantar melalui platform Google Form kepada 86 pekerja sepenuh masa bagi meneliti hubungan struktur gaji dengan kepuasan kerja. Dalam kajian ini, perisian Statistical Package for the Social Sciences versi 30 telah digunakan untuk menganalisis data yang dikumpulkan. Kaedah analisis regresi berganda digunakan untuk mengkaji hubungan antara pemboleh ubah bergantung iaitu kepuasan kerja dan pemboleh ubah bebas seperti nilai kewangan, persepsi keadilan dan persepsi gaji mencukupi untuk sara hidup. Hasil kajian menunjukkan bahawa persepsi keadilan mempunyai hubungan rapat dengan kepuasan kerja. Walau bagaimanapun peningkatan nilai kewangan dan persepsi gaji mencukupi untuk sara hidup didapati tidak mempunyai hubungan rapat dengan kepuasan kerja.

Kata kunci: Kepuasan kerja, gaji minimum, nilai kewangan



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List of Abbreviations

ILO	International Labour Organization
NWCC	National Wages Consultative Council
SPSS	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Government Malaysia announced the minimum wage raised to RM1,700 effective on February 1, 2025. The minimum wage aims to protect workers, ensure they receive fair pay and enough for living. However, the way employers implementing this new wage structure within their organization can significantly influence job satisfaction employees.

Therefore, this study wants to provide insight about the relationship of pay structure on job satisfaction among retail employees in hypermarket. This is crucial for employer to improve job satisfaction worker and reduce turnover rate at hypermarket.

The minimum wage was raised to RM1,100.00 from January 2019, and a new category of RM1,200.00 was implemented for specific regions in February 2020. However, from February 2022, the RM1,200.00 was removed from designated districts and replaced by the national minimum wage of RM1,200.00. The government further increased the minimum wage to RM1,500.00 on January 1, 2023, applicable to all industries and regions with five or more employees. In 2025, the national minimum wage was set to RM1,700 per month across all states in Malaysia.

The Malaysian Employers Federation (MEF) (2025) highlight that the increase in the minimum wage to RM1,700 is significantly impacting labour costs and led organization to adopt a range of strategies to preserve competitiveness including restructuring of their workforce such as introducing part-time shifts and allow more flexible staffing in line with operational demands.

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Appendix A

Questionnaires

This questionnaire is divided into five sections:

- Section 1: Demographics
- Section 2: Job Satisfaction
- Section 3: Monetary value
- Section 4: Perceived fairness
- Section 5: Sufficiency of Living

Section 1: Demographic

1 Gender

Male	Female
------	--------

2 Age

18 -24	25-34	35-44	45-54	55 and above
--------	-------	-------	-------	--------------

3 Year's of working

Less than 1year	1-3 years	4-6 years	7-10years	More than 10years
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4 Education level

Primary school	Secondary school	Diploma /Matriculation/STPM/ Foundation	Bachelor's Degree	Master's Degree
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5 Occupational group

Junior	Supervisory	Executive	Managerial
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6 Salary range

RM1,700 to RM1,799	RM1,800- RM1,999	RM2,000 – RM2,249	RM2,250- RM2,499	RM2,500 and above
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Section 2 : Job Satisfaction

1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly disagree

JS1	I received the recognition when I do the good job.	1	2	3	4	5
JS 2	I feel that the work I do is appreciated.	1	2	3	4	5
JS 3	I like doing the things I do at work.	1	2	3	4	5
JS 4	My superior show interest in the feeling of subordinates	1	2	3	4	5
JS 5	I feel a sense of pride in doing my job.	1	2	3	4	5
JS 6	I feel my effort are rewarded.	1	2	3	4	5
JS 7	I enjoy with my work environment	1	2	3	4	5

Section 3: Monetary value

1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly disagree

MV 1	I am satisfied with my most recent raise.	1	2	3	4	5
MV 2	I am satisfied with amount the company pay towards my wage.	1	2	3	4	5
MV 3	I am satisfied with my overall level of pay.	1	2	3	4	5
MV 4	I am satisfied size of my current salary.	1	2	3	4	5

Section 4: Perceived fairness

1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly disagree

PF 1	I feel I am paid a fair amount for the work I do.	1	2	3	4	5
PF 2	The salary package we have is equitable.	1	2	3	4	5
PF 3	I am satisfied with my chance for salary increase.	1	2	3	4	5
PF 4	The salary I received are as good as most other similar organization offer.	1	2	3	4	5

Section 5: Sufficient of Living

1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly disagree

SL 1	My wage is enough for support my family every month.	1	2	3	4	5
SL2	I save some money every month.	1	2	3	4	5
SL 3	I have enough money for spending on necessary good every month.	1	2	3	4	5
SL 4	I have zero debt.	1	2	3	4	5
SL 5	I have enough money to buy consumer goods according to my necessity every month.	1	2	3	4	5

Thank you for completing the questionnaire.



Appendix B

RESULT OF MULTIPLE REGRESSION ANALYSIS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.513	.52810

a. Predictors: (Constant), Sufficient_of_living, Monetary_value, Perceived_fairness

b. Dependent Variable: Job_satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.765	3	8.588	30.795	<.001 ^b
	Residual	22.869	82	.279		
	Total	48.633	85			

a. Dependent Variable: Job_satisfaction

b. Predictors: (Constant), Sufficient_of_living, Monetary_value, Perceived_fairness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.226	.250		4.910	<.001
	Monetary_value	.188	.110	.213	1.700	.093
	Perceived_fairness	.464	.122	.512	3.786	<.001
	Sufficient_of_living	.047	.112	.047	.418	.677

a. Dependent Variable: Job_satisfaction