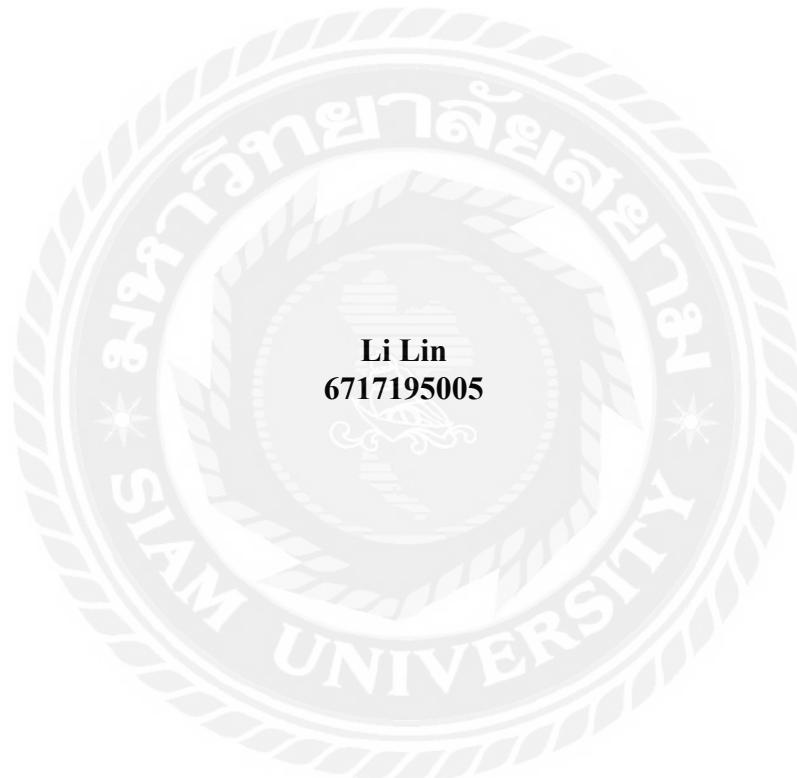




**The Influencing Factors of Employees' Job Satisfaction in Nanjing  
Sanfu Department Store**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
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2025**



**The Influencing Factors of Employees' Job Satisfaction in Nanjing  
Sanfu Department Store**

Li Lin  
6717195005

This Independent Study has been Approved as a Partial Fulfillment of the  
Requirements  
For the Degree of Master of Business Administration

Advisor: .....  
(Dr. Jidapa Chollathanratanapong)

Date: .....1/.....Dec.....2025

.....  
(Associate Professor Dr. Jomphong Mongkhonvanit)  
Dean, Graduate School of Business

.....  
Date...../...../.....  
25 Dec 2025

**Title:** The Influencing Factors of Employees' Job Satisfaction in Nanjing Sanfu Department Store  
**By:** Li Lin  
**Degree:** Master of Business Administration  
**Major:** International Business Management

**Advisor:** ..... *Jidapa C.* .....  
(Dr. Jidapa Chollathanratanapong)

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## ABSTRACT

Job satisfaction refers to the affective and cognitive evaluation of their work environment, roles, and organizational treatment. In China-Mainland, the issue of store employees' dissatisfaction with their jobs has received continuous attention from managers, which is especially true in the retail industry. This issue negatively influences both the long-term development of the hospitality industry and the career growth of employees.

Based on Equity Theory and Social Cognitive Theory, this study systematically examines how perceived justice, self-efficacy, and job burnout influence employees' job satisfaction in Nanjing Sanfu Department Store. Given the above considerations, this study explored the factors influencing employee satisfaction in Nanjing Sanfu Department Store, focusing on three key determinants: 1) perceived justice, 2) self-efficacy, and 3) job burnout.

This is a quantitative study. A questionnaire survey was conducted to examine the influence of perceived justice, self-efficacy, and job burnout on job satisfaction. The participants were 75 employees (40 females, 35 males) who have worked in Nanjing Sanfu Department Store.

Linear regression analyses showed that, 1) perceived justice and self-efficacy had a positive influence on job satisfaction, 2) self-efficacy had a positive influence on job satisfaction, and 3) job burnout had a negative influence on employees' job satisfaction. By clarifying the influencing factors of employees job satisfaction, this study helps store managers adopt feasible response strategies to promote employees' career development and the healthy development of the company.

**Keywords:** perceived justice, self-efficacy, job burnout, job satisfaction, retail

industry



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Li Lin

## DECLARATION

*I, Li Lin, hereby certify that the work embodied in this independent study entitled "The Influencing Factors of Employees' Job Satisfaction in Nanjing Sanfu Department Store" is result of original research and has not been submitted for a higher degree to any other university or institution.*

.....

(Li Lin)

August 10, 2025



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# Chapter 1 Introduction

## 1.1 Background of the Study

In China-Mainland, the issue of store employees' dissatisfaction with their jobs has received continuous attention from managers. This is partially because the retail industry has a high turnover intention rate and unstable workforce. Empirical studies indicate that long working hours, low wages, and limited career advancement opportunities are possible factors that may contribute to employees' dissatisfaction. For instance, a report by the China Chain Store and Franchise Association (2022) revealed that nearly 40% of retail employees had a turnover intention due to poor work conditions and emotional exhaustion. Additionally, the rapid growth of e-commerce has intensified pressure on physical retailers, leading to reduced job security and increased stress among store workers. These challenges are compounded by a lack of strong labor unions and limited enforcement of employee protection laws, which further exacerbate employees' job dissatisfaction.

Despite such challenges, some retail companies are beginning to recognize the importance of improving job satisfaction. Some incentive measures, such as better training programs, performance-based incentives, and flexible scheduling, have shown promise in boosting morale. A recent study revealed that employees in stores with supportive management and clearer career paths reported higher job satisfaction. However, such tentative practices are not yet widespread. Addressing these systemic issues will require broader policy reforms and industry-wide efforts.

Based on Equity Theory and Social Cognitive Theory, this study examined the influencing factors of employees' job satisfaction in Nanjing Sanfu Department Store. The store is a well-established retail enterprise located in Nanjing city, which can generate an annual revenue of approximately RMB 5 million with a wide range of products. The store consists of 78 employees; however, it is facing a high employee turnover rate of around 15-20% annually. Especially in the front-line positions, this is due to the low job satisfaction of employees. Given that, this study systematically investigated the influencing factors of employees' job satisfaction in Sanfu Department Store, including perceived justice, self-efficacy, and job burnout.

## 1.2 Problems of the Study

Job satisfaction among employees is a critical determinant of organizational

performance, retention, and customer service quality (Spector, 1997). Existing literature identifies perceived justice, self-efficacy, and job burnout as key psychosocial factors that may affect employees' job satisfaction. Perceived justice, encompassing distributive, procedural, and interactional fairness, shapes employees' emotional and cognitive evaluations of their workplace (Cohen-Charash & Spector, 2001). Self-efficacy, as a motivational driver, enhances task engagement and resilience, whereas job burnout, characterized by emotional exhaustion, depersonalization, and reduced accomplishment, erodes job satisfaction (Maslach & Leiter, 2016). However, the interplay between these factors in the retail industry remains underexplored, particularly how justice perceptions buffer burnout or how self-efficacy mitigates job dissatisfaction.

Nanjing Sanfu Department Store, as a typical retail enterprise, also faces challenges with low job satisfaction. Prior to the formal survey, some employees expressed to researchers their dissatisfaction with current work conditions. Further interviews revealed diminished enthusiasm among staff, with evident signs of job burnout. Some employees complained that their efforts were inadequately rewarded, undermining motivation and diminishing self-efficacy. For managers in the department store, identifying the root causes of low satisfaction is critical to reducing turnover rates and ensuring the company's sustainable growth. Given the above considerations, this study explored how perceived justice, self-efficacy and job burnout affected employees' job satisfaction in Nanjing Sanfu Department Store.

### **1.3 Questions of the study**

Specific research problems of this study are listed as follows.

- (1) How does perceived justice enhance employees' job satisfaction in Sanfu Department Store?
- (2) How does self-efficacy affect employees' job satisfaction in Sanfu Department Store?
- (3) How does job burnout affect employees' job satisfaction in Sanfu Department Store?

### **1.4 Objectives of the Study**

This study has the following three objectives.

- (1) To examine the impact of perceived justice on employees' job satisfaction in Sanfu Department Store.
- (2) To examine the impact of self-efficacy on employees' job satisfaction in Sanfu Department Store.
- (3) To examine the impact of job burnout on employees' job satisfaction in Sanfu Department Store.

## **1.5 Scope of the Study**

This study employed a questionnaire survey to systematically examine the factors influencing job satisfaction of Sanfu Department Store employees. To ensure the validity of responses, only employees with more than one year of working experience were allowed to participate in the survey. Both male and female employees could participate in this survey. In order to increase the response rate of the questionnaire, the questionnaire survey was conducted both online and offline simultaneously. This focused on three influencing factors of employees' job satisfaction at Nanjing Sanfu Department Store: perceived justice, self-efficacy, and job burnout. To ensure data quality, validated scales were employed during data collection, alongside key variables and necessary demographic information. Bivariate correlation analyses were conducted to examine relationships among variables, followed by multiple linear regression equations to assess whether perceived justice, self-efficacy, and job burnout significantly predict employees' job satisfaction.

## **1.6 Significance of the Study**

### **1.6.1 Theoretical Significance**

This study explores the influencing factors of employees' job satisfaction at Nanjing Sanfu Department Store, contributing to the theoretical development of research on employee job satisfaction. Specifically, it examines the role of perceived justice in job satisfaction, which helps enrich the application of organizational justice theory in the retail context. Prior research has established a link between perceived justice and job satisfaction (Colquitt et al., 2001), but this study further verifies this relationship in China's retail industry, where front-line employees face unique

pressures such as high customer demands and dynamic work environments, thus expanding the theory's cross-context validity. Additionally, this study investigates the effect of self-efficacy on store employees' job satisfaction, supplementing the theoretical framework of job satisfaction by emphasizing individual psychological resources. Self-efficacy, as a core concept in social cognitive theory (Bandura, 1997), has been linked to job satisfaction in general contexts (Judge & Bono, 2001), but this study contextualizes it in retail settings (e.g., dynamic customer interactions and performance pressures at Nanjing Sanfu Department Store). It further explores how self-efficacy interacts with organizational factors (e.g., leadership support, workplace autonomy) to amplify job satisfaction, thereby deepening theoretical understanding of the interplay between individual and contextual variables in shaping job satisfaction.

### **1.6.2 Practical Significance**

This study examined the influences of perceived justice, self-efficacy, and job burnout on the job satisfaction of employees at Nanjing Sanfu Department Store, providing targeted directions for optimizing retail management strategies. First, organizations should emphasize organizational fairness management, ensuring transparency in performance evaluations, compensation distribution, and promotion mechanisms to reduce employees' sense of unfairness and enhance satisfaction. Second, managers can enhance self-efficacy through professional training and empowerment, such as establishing clear career development paths, offering skill-building programs, and granting frontline employees appropriate decision-making authority to boost their confidence and initiative. Furthermore, to address job burnout, managers may implement flexible work arrangements, mental health support initiatives, and reasonable workload allocation to reduce emotional exhaustion and burnout. These measures not only improve job satisfaction but also reduce turnover rates and enhance team stability.

Beyond offering short-term improvement strategies for Nanjing Sanfu Department Store, this study contributes to the retail industry by proposing a sustainable human resource management framework for long-term development. From an employee well-being perspective, organizations should conduct regular satisfaction surveys to dynamically monitor perceptions of fairness, job challenges, and emotional stress, allowing timely adjustments to management policies. Additionally, implementing mentorship programs or psychological counseling can help employees cope with burnout and improve resilience. In the long run, retail enterprises can establish an integrated "fairness-efficacy-wellness" employee support system based on this study's findings, embedding fair management, competency

development, and mental health into the core of corporate culture. This approach not only enhances current employees' work experience but also strengthens the organization's talent attractiveness, laying a solid foundation for competitive advantage in human resources.

## **1.7 Definition of Key Terms**

The key terms in this study are defined as follows.

(1) Perceived fairness refers to employees' subjective evaluation of the equity in organizational treatment, including distributive, procedural, and interactional justice.

(2) Self-efficacy represents an individual's belief in their capability to perform work tasks effectively, and this concept is initially proposed in Bandura's Social Cognitive Theory.

(3) Job burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment.

(4) Job satisfaction denotes the positive emotional state resulting from appraisal of one's work experiences.

## Chapter 2 Literature Review

### 2.1 Theories Relevant to Employees' Job Satisfaction

#### 2.1.1 Equity Theory

Equity Theory, proposed by Adams (1965), posits that individuals assess fairness in social exchanges by comparing their input-to-outcome ratios to those of others (Adams, 1965). Employees evaluate whether their efforts (e.g., time, skills) and rewards (e.g., pay, recognition) are proportionate to those of peers, resulting in perceptions of equity (motivation), under-reward (resentment), or over-reward (guilt). The theory holds that perceived inequity motivates individuals to engage in behavioral adjustments, such as altering effort, seeking compensation changes, or leaving the organization. So far, Equity Theory has been widely applied in organizational behavior to explain workplace motivation, job satisfaction, and turnover (Mowday & Sutton, 1993).

Equity Theory explains employees' job satisfaction by positing that individuals compare their input-to-outcome ratios (e.g., effort vs. rewards) to those of referent others. When employees perceive inequity, they will feel dissatisfaction (Adams, 1965). So far, this proposition has received empirical research support. For example, by using a questionnaire survey, Huseman et al. (1987) found that under-rewarded employees reported lower job satisfaction, while over-rewarded individuals experienced guilt rather than increased satisfaction. In another study, Cohen-Charash and Spector (2001) found that perceived injustice (a key component of inequity) strongly correlates with reduced job satisfaction and higher turnover intentions. It should be pointed out that, some studies suggest that procedural fairness — how decisions about rewards are made—may moderate the relationship between perceived equity and job satisfaction. Specially, employees tend to tolerate some inequity if processes are transparent (Colquitt et al., 2001).

#### 2.1.2 Social Cognitive Theory

Social Cognitive Theory was initially proposed by Albert Bandura (1986), which emphasizes the dynamic interplay between personal, behavioral, and environmental factors in shaping human learning and motivation. The key to Social Cognitive Theory is the concept of triadic reciprocal causation, where individuals' cognitive processes (e.g., self-efficacy), actions, and external influences mutually reinforce one another. A key mechanism underlying this relationship is observational learning, through which people acquire behaviors by observing role models, with outcomes like

vicarious reinforcement shaping future actions (Bandura, 1977). So far, a large body of research across domains has provided empirical evidence supporting social cognitive theory. For instance, the study by Stajkovic and Luthans (1998) found that self-efficacy, a core construct of the theory, had close links to workplace performance and health behavior change (Stajkovic & Luthans, 1998). So far, social cognitive theory has been found to be suitable for explaining and predicting individual behaviors across domains.

Social Cognitive Theory explains employees' job satisfaction through the lens of self-efficacy, observational learning, and outcome expectations. The theory highlights how cognitive and social factors interactively shape workplace attitudes. According to social cognitive theory, employees with high self-efficacy—beliefs in their ability to perform tasks—experience greater job satisfaction due to perceived competence and control over work demands (Judge & Bono, 2001). The study by Ng and Feldman (2012) showed that role models (e.g., supervisors or peers) enhanced employees' job satisfaction by demonstrating effective coping strategies. Additionally, outcome expectations, such as anticipating rewards like recognition or promotions, can also bolster job satisfaction when aligned with effort (Lent & Brown, 2006). The meta-analytic study by Salanova et al. (2011) further demonstrates the feasibility of social cognitive theory in explaining employees job satisfaction, particularly in contexts where employees have considerable autonomy.

## **2.2 Literature Review on Variables**

### **2.2.1 Employees' Job Satisfaction**

Job satisfaction refers to the affective and cognitive evaluation of their work environment, roles, and organizational treatment, which is affected by various factors such as perceived justice (fairness in rewards, procedures, and interpersonal treatment), self-efficacy (belief in one's ability to perform tasks effectively), and job burnout (chronic workplace stress leading to exhaustion, cynicism, and reduced performance) (Locke, 1976; Maslach & Leiter, 2016). Perceived justice, particularly distributive, procedural, and interactional justice, plays an important role for employee' job satisfaction. This is manifested in that inequitable treatment diminishes trust and commitment, while fair practices enhance engagement (Colquitt et al., 2001). Conversely, job burnout, driven by excessive workloads and poor work-life balance, harms job satisfaction, generating symptoms such as anxiety, depression, and diminished intrinsic motivation (Schaufeli & Taris, 2005). Collectively, these factors

not only produce an influence on immediate job performance but also long-term personal development (Hobfoll, 1989). In modern society, retail employees often face significant challenges, including high emotional labor demands, inconsistent scheduling, and limited career progression opportunities, all of which exacerbate their job dissatisfaction. Addressing these issues requires organizational interventions targeting equitable policies, empowerment initiatives, and burnout prevention strategies to foster sustainable well-being and professional growth.

### **2.2.2 Perceived Justice and Employees' Job Satisfaction**

Perceived justice refers to employees' subjective evaluation of fairness in organizational practices, which consists of three primary dimensions: distributive justice (fairness in outcomes, such as pay and promotions), procedural justice (fairness in decision-making processes, including transparency and voice), and interactional justice (fairness in interpersonal treatment, such as respect and dignity from supervisors) (Colquitt et al., 2001). These dimensions collectively shape employees' trust in management and their emotional responses to workplace policies. When employees perceive inequity, they will perceive lower justice perception, which will lead to disengagement, reduced compliance, and heightened stress (Cohen-Charash & Spector, 2001). Thus, perceived justice is a critical psychosocial determinant of workplace attitudes and behaviors.

In retail environments, perceived justice significantly influences employees' job satisfaction, particularly due to the sector's high turnover, precarious scheduling, and emotionally demanding customer interactions (Zhao & Mattila, 2013). Prior research indicates that employees who perceive unfair treatment, such as arbitrary shift allocations, inconsistent disciplinary actions, or favoritism in promotions, report lower job satisfaction, increased turnover intentions, and heightened emotional exhaustion (Karriker & Williams, 2009). Conversely, when procedural justice is upheld (e.g., transparent performance evaluations) and interactional justice is maintained (e.g., respectful managerial communication), employees tend to demonstrate greater commitment, engagement, and resilience to job stressors. However, in daily work, many retail organizations still struggle with inequitable practices, exacerbating dissatisfaction and burnout among front-line workers (Ton & Huckman, 2008). Addressing these issues is essential for fostering a sustainable workforce, as perceived justice directly influences employees' psychological well-being and long-term career development (Cropanzano & Mitchell, 2005).

### **2.2.3 Self-efficacy and Employees' Job Satisfaction**

Self-efficacy, a central construct in Social Cognitive theory, refers to an individual's belief in their ability to successfully execute tasks and overcome challenges within a specific domain (Bandura, 1997). Different from generalized confidence, self-efficacy is context-dependent. It can influence employees' motivation, perseverance, and resilience when faced with occupational demands (Luthans et al., 2007). The study by Stajkovic and LuthansHigh (1998) indicates that self-efficacy empowers employees to approach tasks with greater effort and adaptability, whereas low self-efficacy may lead to avoidance behaviors and heightened stress. In the retail industry, self-efficacy is particularly relevant due to the dynamic nature of customer interactions, sales targets, and operational responsibilities. Employees with strong self-efficacy are more likely to engage proactively in problem-solving and skill development, thus impacting their job performance and psychological well-being (Judge & Bono, 2001).

Empirical research underscores a robust positive relationship between self-efficacy and job satisfaction among retail employees. Employees with higher self-efficacy perceive themselves as more competent in handling job demands, which enhances their intrinsic motivation and reduces stress-induced dissatisfaction. A meta-analysis by Judge and Kammeyer-Mueller (2012) confirmed that self-efficacy correlates significantly with job satisfaction, mediated by factors such as task mastery, goal attainment, and perceived control. Additionally, recent research found that, self-efficacy buffered against burnout by fostering adaptive coping strategies. Conversely, low self-efficacy exacerbates employees' frustration and disengagement, particularly in roles requiring frequent customer conflict resolution or performance under scrutiny (Karatepe & Olugbade, 2009). Organizations can cultivate self-efficacy through structured training, mentorship, and feedback mechanisms, which not only enhance employees' competence perceptions but also strengthen their overall job satisfaction and retention.

### **2.2.4 Job Burnout and Employees' Job Satisfaction**

Job burnout is a psychological syndrome characterized by chronic workplace stress that manifests through three core dimensions: emotional exhaustion, depersonalization (cynicism or detachment from work), and reduced personal accomplishment. Emotional exhaustion refers to the depletion of emotional resources

due to prolonged strain, while depersonalization involves a negative or callous attitude toward work-related interactions. In general, burnout arises from prolonged exposure to high job demands, inadequate resources, and poor work-life balance, particularly in service-oriented roles where emotional labor is prevalent (Demerouti et al., 2001). In the retail industry, some factors such as irregular shifts, customer conflicts, and performance pressures can exacerbate burnout risks, leading to adverse outcomes for both employees and organizations (Grandey & Gabriel, 2015).

Job burnout undermines job satisfaction among retail employees, and empirical research had demonstrated the negative correlations between burnout dimensions and satisfaction metrics. Emotional exhaustion, as the primary burnout component, directly reduces satisfaction by draining employees' energy and enthusiasm, impairing their ability to engage meaningfully with customers and tasks (Wright & Cropanzano, 1998). Depersonalization further erodes employees' job satisfaction by fostering disengagement and hostility, weakening workplace relationships and loyalty (Lee & Ashforth, 1996). Reduced personal accomplishment diminishes intrinsic motivation, making employees feel undervalued and ineffective, particularly in high-turnover retail settings. Consistent with the above propositions, the study by Maslach and Leiter (2016) found that burnout mediated the relationship between job stressors (e.g., role ambiguity, workload) and job dissatisfaction. Given that, some supportive interventions, such as workload management, emotional support programs, and autonomy-enhancing practices, should be conducted to mitigate employees' burnout and increase their job satisfaction (Bakker & Demerouti, 2017).

### **2.3 Conceptual Framework**

On the basis of Equity Theory and Social Cognitive Theory, this study systematically examines how perceived justice, self-efficacy, and job burnout influence employees' job satisfaction in Nanjing Sanfu Department Store. According to Equity Theory, perceived fairness has a positive influence on employees' job satisfaction. Based on Social Cognitive Theory, self-efficacy has a positive influence on employees' job satisfaction, whereas job burnout negatively affects employees' job satisfaction.

The theoretical framework of this study is presented in Figure 2.1.

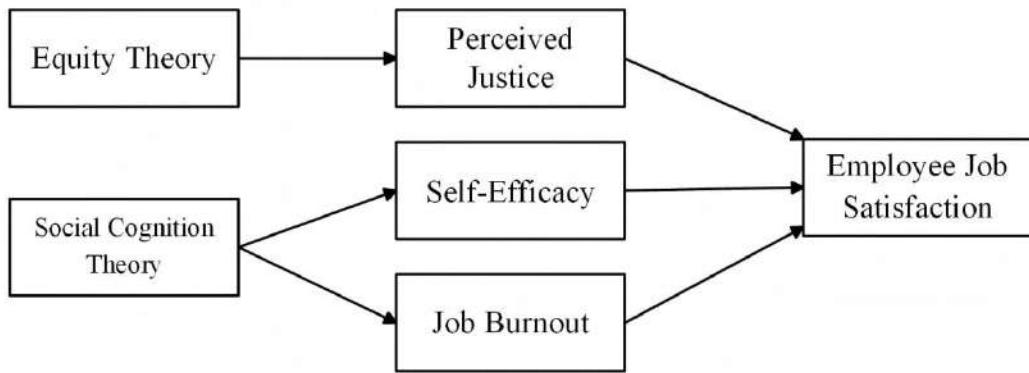


Figure 2.1 Conceptual Framework

This study proposed the following hypotheses:

**H1:** Perceived justice has a positive impact on employees' job satisfaction in Nanjing Sanfu Department Store.

**H2:** Self-efficacy has a positive impact on employees' job satisfaction in Nanjing Sanfu Department Store.

**H3:** Job burnout has a negative impact on employees' job satisfaction in Nanjing Sanfu Department Store.

## Chapter 3 Research Methodology

### 3.1 Research Design

This study adopted Equity Theory and Social Cognitive Theory as the theoretical framework and employed a questionnaire survey to investigate the influencing factors of employees' job satisfaction at Nanjing Sanfu Department Store. Specifically, this study aimed at examining the impact of perceived fairness, self-efficacy, and job burnout on job satisfaction among employees at Nanjing Sanfu Department Store. To achieve this objective, the study recruited 75 employees from Nanjing Sanfu Department Store to participate in a questionnaire survey. All scales used in the questionnaire have been validated for reliability and validity in prior research. Participation in the survey was entirely voluntary. After data collection, SPSS was employed for data management and analysis. To examine the effects of perceived justice, self-efficacy, and job burnout on employees' job satisfaction, separate linear regression analyses were conducted. Specifically, each of the three factors was individually included as the independent variable in a regression model, with employees' job satisfaction as the dependent variable, to assess their respective predictive effects.

### 3.2 Population and Sampling

This study targeted employees of Nanjing Sanfu Department Store as the research population, adopting a convenience sampling method. A total of 75 questionnaires were distributed, and 75 valid questionnaires were recovered, with an effective recovery rate of 100%. Eligibility criteria for participants included having worked at the store for more than one year and voluntary participation in the survey. To ensure data quality, only questionnaires with response completeness exceeding 80% were included in the final statistical analysis. All 75 returned questionnaires met this criterion, so all participants were retained for subsequent analyses.

### 3.3 Research Instrument

#### 3.3.1 Job Satisfaction Scale

Job Satisfaction Scale developed by Smith et al. (1969) was used to measure employees' job satisfaction. The scale consists of 12 items, which assess employees'

job satisfaction from six dimensions (work itself, pay, promotion opportunities, supervision, coworkers, and working conditions). For each item, participants needed to give their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree), with higher values indicating greater job satisfaction.

Table 3.1 Items in Job Satisfaction Scale

No.	Item
1	My job is interesting and meaningful.
2	I feel a sense of accomplishment in my work.
3	My salary is fair compared to others in similar roles.
4	I am satisfied with my opportunities for raises.
5	Promotions are based on merit here.
6	I have clear paths for career advancement.
7	My supervisor treats me with respect.
8	I receive adequate guidance from my supervisor.
9	My colleagues are cooperative and supportive.
10	I enjoy working with my team.
11	My workplace environment is comfortable and safe.
12	I have the resources needed to do my job well.

### 3.3.2 Perceived Justice Scale

Perceived Justice Scale developed by Colquitt et.al (2001) was used to measure employees' justice perception. This scale consists of 20 items from four dimensions (distributive justice, procedural justice, interpersonal justice, and informational justice), and participants provide their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree). The perceived fairness score of the participants was obtained by summing their scores on all items and then calculating the average, with higher values indicating greater justice perception. All items in the scale are presented in Table 3.2.

Table 3.2 Items in Perceived Justice Scale

No.	Item
1	Does your (outcome) reflect the effort you have put into your work?
2	Is your (outcome) appropriate for the work you have completed?
3	Does your (outcome) reflect what you have contributed to the organization?
4	Is your (outcome) justified, given your performance?
5	Have you been able to express your views and feelings during those procedures?
6	Have you had influence over the (outcome) arrived at by those procedures?
7	Have those procedures been applied consistently?
8	Have those procedures been free of bias?
9	Have those procedures been based on accurate information?
10	Have you been able to appeal the (outcome) arrived at by those procedures?
11	Have those procedures upheld ethical and moral standards?
12	Has (your authority figure) treated you in a polite manner?
13	Has (your authority figure) treated you with dignity?
14	Has (your authority figure) treated you with respect?
15	Has (your authority figure) refrained from improper remarks or comments?
16	Has (your authority figure) been candid in communications with you?
17	Has (your authority figure) explained the procedures thoroughly?
18	Were (your authority figure's) explanations regarding the procedures reasonable?
19	Has (your authority figure) communicated details in a timely manner?
20	There is a special person in my life who cares about my feelings.

### 3.3.3 Self-Efficacy Scale

Self-Efficacy Scale developed by Bandura (1997) was used to measure employees' self-efficacy. The scale is a widely used psychological instrument

designed to measure an individual's self-efficacy, that is, their confidence in their ability to perform specific tasks or manage different situations effectively. The scale consists of 9 items, which assess employees' self-efficacy from three dimensions. For each item, participants needed to give their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree), with higher values indicating greater self-efficacy. All items of the scale can be found in Table 3.3.

Table 3.3 Items in Self-Efficacy Scale

No.	Item
1	I can complete my tasks successfully, even when obstacles arise.
2	I can meet my work goals, even under time pressure.
3	I can learn new skills required for my job quickly.
4	I can solve unexpected problems at work effectively.
5	I can work productively with colleagues, even in conflicts.
6	I can manage stress caused by my job demands.
7	I can adapt to changes in my workplace (e.g., new technology).
8	I can persuade others (e.g., supervisors, clients) to support my ideas.
9	I can maintain focus and high performance despite distractions.

### 3.3.4 Job Burnout Scale

Job Burnout Inventory (MBI) developed by Maslach and Leiter (1996) was used to measure employees' job burnout. The scale includes sixteen items, which assess employees' burnout from three dimensions (exhaustion, cynicism, and professional efficacy). For each item, participants needed to provide their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree). The job burnout of employees was assessed by averaging the scores on all items, with higher values indicating greater burnout.

Table 3.4 Items in Job Burnout Scale

No.	Item
1	I feel emotionally drained from my work.
2	I feel used up at the end of the workday.
3	I feel fatigued when I get up in the morning and have to face another day at work.
4	Working all day is really a strain for me.
5	I feel burned out from my work.
6	I have become less enthusiastic about my work.
7	I have become more cynical about whether my work contributes anything.
8	I just want to do my job and not be bothered.
9	I doubt the significance of my work.
10	I feel indifferent about my work.
11	I can effectively solve the problems that arise in my work. (R)
12	I feel I am making an effective contribution at work. (R)
13	In my opinion, I am good at my job. (R)
14	PE4. I feel energetic at my job. (R)
15	I feel confident in my ability to handle my job responsibilities. (R)
16	I accomplish many worthwhile things in my job. (R)

### 3.4 Data Collection

The study employed a dual-mode data collection approach, utilizing both online and offline channels to ensure comprehensive participation. Offline data collection sessions were conducted in a designated meeting room at Nanjing Sanfu Department Store, while the online component was administered via the Wenjuanxing platform, a widely used digital survey tool in China. All individuals who took part in the study did so voluntarily, with no incentives or coercion involved. Prior to the formal commencement of the survey, participants received a detailed briefing outlining the research objectives, procedural requirements, and guidelines for questionnaire completion. To confirm their informed consent, participants were required to sign a consent form, whereas electronic signatures were collected for online respondents.

Eligible participants had to be full-time employees of Nanjing Sanfu Department

Store, aged 18 or above. Additionally, all participants were required to be native Chinese speakers or have resided in mainland China for at least three years. A total of 75 eligible employees participated across both online and offline modes. To safeguard data quality, only responses with a completion rate exceeding 80% were retained for analysis. As all participants met this threshold, the final dataset included the full sample without exclusions.

### **3.5 Data Analysis**

To ensure methodological precision, all statistical analyses were conducted using IBM SPSS, a robust software suite widely employed for quantitative research in social sciences. The analytical process followed a structured three-phase approach to systematically examine the dataset and test the study's hypotheses.

The initial phase involved profiling the participant cohort through descriptive statistics. Key demographic attributes were analyzed to characterize the sample composition. This foundational step ensured transparency regarding the study population and facilitated subsequent comparative assessments.

In the second phase, Pearson's correlation coefficients were computed to evaluate pairwise associations among the core constructs. This preliminary analysis revealed the strength and directionality of relationships between variables, offering critical insights for model specification in later stages.

In the third phase, three distinct linear regression models were estimated. Model 1 examined the influence of perceived fairness on job satisfaction. Model 2 examined the influence of self-efficacy on job satisfaction. Model 3 examined the influence of job burnout on job satisfaction.

### **3.6 Reliability and Validity Analysis**

#### **3.6.1 Reliability Analysis**

This study used SPSS to assess the reliability of all scales in the present study. In general, a Cronbach's  $\alpha$  of 0.70 or higher is generally considered acceptable, with values above 0.80 indicating good reliability and above 0.90 indicating excellent reliability. As shown in Table 3.5, Cronbach's  $\alpha$  of Perceived Justice Scale was 0.83.

The Cronbach's  $\alpha$  of the Self-Efficacy Scale was 0.90. The Cronbach's  $\alpha$  of Job Burnout scale was 0.89. The Cronbach's  $\alpha$  of the Job Satisfaction Scale was 0.91. Overall, all Cronbach's  $\alpha$  values of the scales were larger than 0.80, demonstrating good reliability.

Table 3.5 Reliability Analysis Results

Scale	Item number	Reliability coefficient
Perceived Justice Scale	20	0.83
Self-Efficacy Scale	9	0.90
Job Burnout Inventory	8	0.89
Job Satisfaction Scale	12	0.91

### 3.6.2 Validity Analysis

To assess the appropriateness of the measurement items for statistical analysis, Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) test were conducted. According to established criteria, a KMO value above 0.9 suggests outstanding sampling adequacy, while values of 0.8, 0.7, and 0.6 reflect good, moderate, and marginal suitability, respectively. Values below 0.5 are considered unacceptable. The analysis revealed that all scales exhibited KMO values greater than 0.8, confirming their strong suitability for statistical analysis. Furthermore, Bartlett's test yielded a statistically significant result ( $p < 0.001$ ), indicating sufficient inter-item correlations for dimensionality reduction. These outcomes collectively validate the measurement items' adequacy at the 0.001 significance level.

Table 3.6 Validity Analysis Results

Scale	KMO value	The Sphericity Test of the Bartlett	
		$\chi^2$	$p$ value
Perceived Justice Scale	0.88	1577.22	<0.001
Self-Efficacy Scale	0.85	1466.38	<0.001
Job Burnout Inventory	0.86	1677.25	<0.001
Job Satisfaction Scale	0.89	1866.35	<0.001

# Chapter 4 Findings and Discussion

## 4.1 Findings

### 4.1.1 Demographic Characteristics of Participants

The study included all 75 participants in the final dataset, with no removals due to abnormal responses. Gender representation was nearly equal, with males accounting for 53.33% ( $n = 40$ ) and females for 46.67% ( $n = 35$ ) of the sample, suggesting proportionate gender diversity among Nanjing Sanfu Department Store employees.

Educational background analysis: Statistical analysis indicated that the majority of participants (92%) possessed a bachelor's degree or lower, with 52% ( $n = 39$ ) holding an associate degree or less and 40% ( $n = 30$ ) having completed undergraduate education. Only a small fraction (8%,  $n = 6$ ) had attained a master's degree or higher. These findings suggest that Nanjing Sanfu Department Store's workforce is characterized by a comparatively modest educational profile, consistent with broader retail sector trends where entry-level roles often require minimal formal qualifications. Notably, advanced degrees (e.g., master's or above) were primarily observed among managerial personnel, reflecting hierarchical disparities in educational expectations within the organization.

Age composition analysis: The survey included a total of 75 employees, with the majority (57.33%,  $n = 43$ ) falling within the 18-30 age bracket. A significant proportion (26.67%,  $n = 20$ ) were aged 31-40, followed by a smaller group (13.33%,  $n = 10$ ) in the 41-50 range. Only a minimal percentage (2.67%,  $n = 2$ ) were over 51 years old. Noteworthy, existing research indicates that frontline retail roles tend to be dominated by younger employees (18-40 years), whereas managerial positions are more commonly held by individuals aged 40-55 years. This aligns with broader sector trends, where youth and early-career professionals form the core operational workforce, while senior roles require greater experience. Consistent with these patterns, Nanjing Sanfu Department Store exhibited a distinctly youthful employee base, with workers under 40 accounting for over 84% of the sample. This distribution reflects the retail industry's reliance on younger staff for customer-facing duties, while older employees often occupy supervisory or administrative positions.

Working department analysis: Participants in this study were drawn from four departments: Purchasing (30 participants, 40% of the total sample), Finance (10

participants, 13.33%), Sales (25 participants, 33.33%), and Human Resources (10 participants, 13.34%). The predominance of purchasing and sales personnel in the sample highlights these functions' pivotal influence on a retail firm's competitiveness. In contrast, support functions like HR and finance, though essential for governance and sustainability, typically involve fewer operational staff.

Table 4.1 Demographic Analysis Results

Items	Category	Participant Count	Percentage (%)
Gender	Male	40	53.33
	Female	35	46.67
Educational Background	Below Bachelor's Degree	39	52.00
	Bachelor's Degree	30	40.00
	Master's Degree and above	6	8.00
Age	18-30 years	43	57.33
	31-40 years	20	26.67
	41-50 years	10	13.33
	Over 51 years	2	2.67
Working Department	Purchasing Department	30	40.00
	Finance Department	10	13.33
	Sales Department	25	33.33
	Human Resource Department	10	13.34

#### 4.1.2 Correlation Analysis Results

The correlation analysis results are presented in Table 4.2. As shown in Table 4.2, a significantly positive correlation was observed between perceived justice and self-efficacy ( $r = 0.44, p < 0.001$ ) and job satisfaction ( $r = 0.35, p < 0.001$ ), suggesting that employees who perceived fairness in organizational policies tended to feel more capable and content in their roles. Conversely, perceived justice exhibited a moderate but significant negative correlation with job burnout ( $r = -0.24, p < 0.01$ ), implying that fair treatment may mitigate emotional exhaustion at work. The results showed that higher levels of self-efficacy were linked to both reduced job burnout ( $r =$

$-0.37, p < 0.001$ ) and enhanced job satisfaction ( $r = 0.39, p < 0.001$ ). This aligns with prior research indicating that employees with greater confidence in their abilities experience less stress and higher engagement. As expected, job burnout and job satisfaction were inversely correlated ( $r = -0.29, p < 0.001$ ), reinforcing the notion that chronic workplace stress undermines overall job fulfillment.

Table 4.2 Correlation Analysis Results

Variables	Perceived Justice	Self-Efficacy	Job Burnout	Job Satisfaction
Perceived Justice	1			
Self-Efficacy	0.44***	1		
Job Burnout	-0.24**	-0.37***	1	
Job Satisfaction	0.35**	0.39***	-0.29***	1

**Note.** \*\* $p < 0.01$ , \*\*\* $p < 0.001$ .

### 4.1.3 Regression Analysis Results

To investigate the impact of perceived justice, self-efficacy, and job burnout on employees' job satisfaction at Nanjing Sanfu Department Store, a series of linear regression analyses were performed. Prior to analysis, all variables were standardized to ensure comparability across the models. Three distinct regression models were tested. Specifically, Model 1 examined the relationship between perceived justice and job satisfaction; Model 2 examined the relationship between self-efficacy and job satisfaction; Model 3 examined the relationship between job burnout and job satisfaction.

The results revealed that perceived justice demonstrated a significantly positive association with job satisfaction,  $\beta = 0.44, p < 0.001$ , indicating that employees who perceived fair treatment reported higher satisfaction levels. Similarly, self-efficacy significantly and positively predicted job satisfaction,  $\beta = 0.35, p < 0.001$ , suggesting that employees with greater confidence in their abilities tended to experience enhanced job satisfaction. In contrast, job burnout exhibited a significant negative correlation with job satisfaction,  $\beta = -0.24, p < 0.01$ , suggesting that higher burnout levels correlated with reduced satisfaction.

The regression results are presented in Table 4.3.

Table 4.3 Regression Analysis Results

Models	Independent Variable	$\beta$	$R^2$	95%CI	$p$ value
Model 1	Perceived Justice	0.44	0.33	[0.12, 0.38]	< 0.001
Model 2	Self-Efficacy	0.35	0.26	[0.09, 0.31]	< 0.001
Model 3	Job Burnout	-0.24	0.18	[-0.23, -0.08]	< 0.01

## 4.2 Discussion

### 4.2.1 The Influence of Perceived Justice on Job Satisfaction

This study examined the impact of employees' perceived justice on job satisfaction, contributing to the existing literature in two key theoretical aspects. First, while prior research has predominantly focused on isolated dimensions of organizational justice (e.g., distributive or procedural justice) and their independent effects on work attitudes (Colquitt et al., 2001), this study adopts a holistic perspective by conceptualizing organizational justice as a multidimensional construct (encompassing distributive, procedural, and interactional justice) and empirically validating their synergistic effects on job satisfaction. The findings reveal that when employees perceive their work environment as fair, they tend to experience higher levels of job satisfaction. This suggests that policymakers and managers should enhance procedural transparency and implement fairness-enhancing measures to improve employees' subjective well-being and work motivation (Cropanzano & Mitchell, 2005; Wright & Cropanzano, 1998).

Notably, different from previous studies that often sampled from a single department, this study employs a stratified sampling approach across four functional departments (procurement, finance, sales, and HR) to improve the reliability and generalizability of our findings. Prior research indicates that the effect of perceived organizational justice on job satisfaction may vary by departmental characteristics. For instance, procedural justice demonstrates stronger effects in procurement (high interdependence) and HR (high interpersonal interaction) departments, whereas sales employees appear more sensitive to distributive justice (Cohen-Charash & Spector, 2001). Due to the limited sample size, this study does not further examine departmental differences as moderators. Future research should expand the sample

and conduct comparative analyses to explore how departmental contexts shape fairness perceptions and job satisfaction.

#### **4.2.2 The Influence of Self-efficacy on Job Satisfaction**

This study examined the impact of employees' self-efficacy on job satisfaction, providing significant support for theoretical advancements in organizational behavior and psychology. Self-efficacy, originally proposed by Bandura (1977) as a core concept in social cognitive theory, has been widely demonstrated in prior empirical research to exert a profound influence on individuals' cognition and behavior. However, compared to studies in the educational field, relatively less research has focused on the relationship between self-efficacy and job satisfaction in workplace settings. By conducting empirical investigations, this study reveals that employees with higher self-efficacy tend to experience greater job satisfaction, thereby extending the application of social cognitive theory to organizational contexts. The findings also help clarify how individual psychological resources (e.g., self-efficacy) influence work attitudes (e.g., job satisfaction) and subsequently shape overall job performance, laying the foundation for future research to develop an integrated "cognitive-affective-behavioral" model (Judge & Bono, 2001). Additionally, this study may uncover boundary conditions of self-efficacy across different cultural backgrounds or industries, facilitating cross-contextual validation of related theories (Luthans et al., 2007).

From a managerial perspective, this study offers actionable intervention strategies for organizations seeking to enhance employee job satisfaction. Based on the findings, managers can implement targeted training programs (e.g., skill enhancement, success experience simulations) to strengthen employees' self-efficacy, thereby indirectly improving job satisfaction and reducing turnover rates (Stajkovic & Luthans, 1998). Furthermore, our results suggest that organizations should prioritize psychological capital development by incorporating self-perception assessments into performance evaluations, thereby optimizing human resource management systems (Avey et al., 2011). For specific low-efficacy groups, such as new hires or employees undergoing career transitions, managers can design structured task challenges with timely feedback mechanisms, allowing employees to build self-efficacy through accumulated success experiences (Bandura, 1997). From a long-term perspective, these measures not only support individual career growth, but also contribute to organizational effectiveness.

#### **4.2.3 The Influence of Job Burnout on Job Satisfaction**

This study examined the impact of job burnout on job satisfaction. The results revealed that individuals with higher levels of job burnout tended to report lower job satisfaction. These findings provide new theoretical perspectives and empirical evidence for research on job satisfaction. Specifically, while existing literature has predominantly focused on the positive effects of factors such as organizational support and leadership behaviors in enhancing job satisfaction, this study approaches the issue from the perspective of inhibitory effects caused by negative psychological states (i.e., job burnout), thereby uncovering the underlying mechanism of satisfaction decline.

The study found that all three core dimensions of job burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) exerted significant negative effects on job satisfaction, with emotional exhaustion demonstrating the strongest predictive power. This finding not only validates the hypothesis of the Conservation of Resources Theory (Hobfoll, 1989) — that the depletion of psychological resources leads to deteriorating attitudes — but also expands the dual-path explanatory framework of job satisfaction research (positive gain vs. negative loss).

Furthermore, by identifying the relationship between job burnout and job satisfaction, this study suggests that future research should pay greater attention to the impact of workplace risk factors on job satisfaction. On a broader level, our finding deepens the understanding of the formation mechanisms of job satisfaction, particularly providing theoretical support for preventive management strategies in high-stress occupational environments.

## Chapter 5 Conclusion and Recommendation

### 5.1 Conclusion

It is a common phenomenon that employees in the retail industry tend to exhibit a lower level of job satisfaction, which poses a threat to both employees' career development and the operation of the company. Given that, this study conducted a questionnaire survey to examine the influencing factors of employees' job satisfaction in the retail industry. Regression analysis showed that perceived justice had a significant and positive influence on employees' job satisfaction. This finding extends prior research on employees' job satisfaction by investigating the role of perceived organizational justice in increasing job satisfaction. While prior literature mainly links job satisfaction to tangible rewards or job characteristics (e.g., autonomy, task significance), this study shifts attention to employees' subjective evaluations of fairness in organizational policies, decision-making processes, and interpersonal treatment. Drawing on equity theory and the group-value model, this study demonstrates that perceived justice not directly influences satisfaction but also mitigates negative outcomes like turnover intentions. Importantly, it reveals how procedural justice (fairness in processes) and interactional justice (respectful communication) compensate for shortcomings in distributive justice (outcome fairness), offering organizations actionable levers to enhance satisfaction even when resource constraints limit equitable rewards.

This study found that self-efficacy had a significant and positive influence on employees' job satisfaction. This finding extends prior research on employees' job satisfaction via investigating the role of self-efficacy. Specifically, prior studies have emphasized external determinants such as compensation, leadership, and work conditions in the role of increasing employees' job satisfaction. This study shifts focus to the internal cognitive mechanisms that shape employees' perceptions of their work. Based on social cognitive theory, the study demonstrates that self-efficacy not only directly enhances job satisfaction by fostering a sense of competence and achievement, but also buffers against stress and role ambiguity. Importantly, this study reveals how self-efficacy interacts with job resources (e.g., autonomy, feedback) to amplify satisfaction, suggesting that organizations can cultivate job satisfaction by both empowering employees and designing roles that align with their capabilities.

Finally, this study found that job burnout had a significant and negative influence on employees' job satisfaction. This finding extends prior research on employees' job

satisfaction by focusing on the detrimental role of job burnout in daily work. Some traditional models, such as the Job Demands-Resources (JD-R) framework, have contended that job satisfaction has a close connection with workload and support. Beyond prior work, this study highlights how burnout actively erodes satisfaction by depleting emotional resources and fostering cynicism. Importantly, it examines burnout as both a direct predictor and a mediator between chronic job stressors (e.g., role conflict, excessive demands) and diminished satisfaction, offering a more nuanced understanding of the detrimental role of job burnout in daily work.

## 5.2 Recommendation

According to the findings of this study, administrators in the retail industry can enhance employees' job satisfaction by improving their perceived justice, which involves ensuring fairness in workplace policies, interactions, and rewards. Previous studies have consistently shown that employees' perception of justice can be categorized into three distinct types: distributive justice, procedural justice, interactional justice. Distributive justice plays a key role in pay, promotions, and workload distribution (Colquitt et al., 2001). Thus, administrators should implement transparent performance-based reward systems to reinforce equity. Procedural justice refers to the justice in decision-making process, which can be strengthened by involving employees in policy discussions and providing clear explanations for managerial decisions (Folger & Cropanzano, 1998). Additionally, fostering interpersonal justice (respectful treatment by supervisors) and informational justice (timely, honest communication) helps employees feel valued, thus increasing satisfaction (Brockner et al., 2001). Prior work indicates that training managers in fair leadership practices and establishing grievance redressal mechanisms can further enhance perceived justice. Other studies also suggest that when employees believe that their workplace is just, they tend to exhibit higher engagement and lower turnover intentions (Karriker & Williams, 2009).

This study indicates that self-efficacy can serve as a protective factor, thereby enhancing the job satisfaction of employees. Therefore, managers should focus on skill development, delegation, and positive incentive measures. Past research shows that employees with higher self-efficacy experience greater job satisfaction (Bandura, 1997), so providing targeted training programs (e.g., customer service, problem-solving, and technical skills) can build confidence in their capabilities (Stajkovic & Luthans, 1998). Additionally, allowing employees autonomy in decision-making (e.g., resolving guest complaints independently) reinforces their

sense of competence. Regular constructive feedback and recognition—such as praise for handling difficult situations—also strengthen self-efficacy (Locke & Latham, 2002). By systematically cultivating self-efficacy through these strategies, administrators can increase employees' job satisfaction, resulting in higher engagement, performance, and retention.

According to the finding of the study, employees' job burnout had a correlation with their job satisfaction. Based on this finding, to enhance job satisfaction of employees by reducing job burnout, managers should prioritize workload management, emotional support, and work-life balance. Studies indicate that burnout significantly decrease employees' job satisfaction (Maslach & Leiter, 2016), so addressing its root causes is essential. To achieve this goal, administrators can foster a supportive work environment—through open communication, mentorship programs, and access to counseling, which will help employees manage stress and mitigate job burnout (Halbesleben & Buckley, 2004). Additionally, recognizing employees' efforts through fair compensation and appreciation (e.g., awards or bonuses) also mitigates burnout by reinforcing their value to the organization. By proactively addressing employees' burnout through these strategies, organizations can improve job satisfaction, retention, and overall service quality.

### 5.3 Future Study

One key limitation of this study is its reliance on cross-sectional survey data, which restricts the ability to infer causal relationships among perceived procedural justice, employee self-efficacy, and job burnout. Since all variables were measured at the same time, it remains unclear whether procedural justice influences self-efficacy and burnout, or whether pre-existing levels of burnout shape employees' perceptions of fairness. Additionally, the use of self-report measures may introduce common method bias, potentially inflating the observed relationships. Another limitation is the lack of contextual or moderating factors, such as organizational culture or leadership style, which could influence the strength or direction of these relationships. Future research could address these issues by employing longitudinal designs, multi-source data collection (e.g., supervisor ratings), or experimental manipulations to strengthen causal inferences.

Future research should explore boundary conditions under which perceived justice affects self-efficacy and burnout, such as individual differences (e.g., resilience, trait negative affect) or situational factors (e.g., job autonomy, workload). Additionally,

investigating mediating mechanisms—such as psychological safety or trust in management—could provide deeper insights into how perceived justice influences employee job satisfaction. Another promising avenue is examining whether interventions aimed at enhancing perceived fairness (e.g., transparent decision-making processes) can buffer against burnout by boosting self-efficacy. Finally, comparative studies across industries or cultures could determine the generalizability of these findings, particularly in high-stress or justice-sensitive work environments. Integrating these factors would advance both theoretical and practical applications in organizational psychology.



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## Appendix

The questionnaires employed in this study are presented below.

<p><b>General instruction:</b> Welcome to participate in this survey. This survey aims to assess the career development and mental health status of employees in Nanjing Sanfu Department Store. And the data obtained from this assessment will be entirely used for academic purposes. So, please feel free to answer all questions. Thank you for your participation.</p>						
<p><b>Part 1 (job satisfaction)</b></p>						
<p><b>Instruction:</b> There are 12 statements related to job satisfaction. Please read each statement carefully and indicate your level of agreement on a 5-point scale, where 1 means "Strongly Disagree" and 5 means "Strongly Agree".</p>						
Items	Strongly disagree					Strongly agree
1 My job is interesting and meaningful.	1	2	3	4	5	
2 I feel a sense of accomplishment in my work.	1	2	3	4	5	
3 My salary is fair compared to others in similar roles.	1	2	3	4	5	
4 I am satisfied with my opportunities for raises.	1	2	3	4	5	
5 Promotions are based on merit here.	1	2	3	4	5	
6 I have clear paths for career advancement.	1	2	3	4	5	
7 My supervisor treats me with respect.	1	2	3	4	5	
8 I receive adequate guidance from my supervisor.	1	2	3	4	5	
9 My colleagues are cooperative and supportive.	1	2	3	4	5	
10 I enjoy working with my team.	1	2	3	4	5	
11 My workplace environment is comfortable and safe.	1	2	3	4	5	
12 I have the resources needed to do my job well.	1	2	3	4	5	
<p><b>Part 2 (perceived justice)</b></p>						
<p><b>Instruction:</b> Below are 20 statements regarding fairness in your workplace. Read each one thoroughly and rate how well it describes your experience, where 1 means "Not at all true" and 5 means "Completely true".</p>						

13	Does your (outcome) reflect the effort you have put into your work?	1	2	3	4	5
14	Is your (outcome) appropriate for the work you have completed?	1	2	3	4	5
15	Does your (outcome) reflect what you have contributed to the organization?	1	2	3	4	5
16	Is your (outcome) justified, given your performance?	1	2	3	4	5
17	Have you been able to express your views and feelings during those procedures?	1	2	3	4	5
18	Have you had influence over the (outcome) arrived at by those procedures?	1	2	3	4	5
19	Have those procedures been applied consistently?	1	2	3	4	5
20	Have those procedures been free of bias?	1	2	3	4	5
21	Have those procedures been based on accurate information?	1	2	3	4	5
22	Have you been able to appeal the (outcome) arrived at by those procedures?	1	2	3	4	5
23	Have those procedures upheld ethical and moral standards?	1	2	3	4	5
24	Has (your authority figure) treated you in a polite manner?	1	2	3	4	5
25	Has (your authority figure) treated you with dignity?	1	2	3	4	5
26	Has (your authority figure) treated you with respect?	1	2	3	4	5
27	Has (your authority figure) refrained from improper remarks or comments?	1	2	3	4	5
28	Has (your authority figure) been candid in communications with you?	1	2	3	4	5
29	Has (your authority figure) explained the procedures thoroughly?	1	2	3	4	5
30	Were (your authority figure's) explanations regarding the procedures reasonable?	1	2	3	4	5
31	Has (your authority figure) communicated details in a timely manner?	1	2	3	4	5
32	There is a special person in my life who cares about my feelings.	1	2	3	4	5

### Part 3 (self-efficacy)

**Instruction:** There are 12 descriptions about self-efficacy in the following section. Please read each description and indicate to what extent you agree with such descriptions on the

5-point scale (1 = strongly disagree, 5 = strongly agree).

33	I can complete my tasks successfully, even when obstacles arise.	1	2	3	4	5
34	I can meet my work goals, even under time pressure.	1	2	3	4	5
35	I can learn new skills required for my job quickly.	1	2	3	4	5
36	I can solve unexpected problems at work effectively.	1	2	3	4	5
37	I can work productively with colleagues, even in conflicts.	1	2	3	4	5
38	I can manage stress caused by my job demands.	1	2	3	4	5
39	I can adapt to changes in my workplace (e.g., new technology).	1	2	3	4	5
40	I can persuade others (e.g., supervisors, clients) to support my ideas.	1	2	3	4	5
41	I can maintain focus and high performance despite distractions.	1	2	3	4	5

#### Part 4 (job burnout)

**Instruction:** There are 12 descriptions about job burnout in the following section. Please read each description and indicate to what extent you agree with such descriptions on the 5-point scale (1 = strongly disagree, 5 = strongly agree).

42	I feel emotionally drained from my work.	1	2	3	4	5
43	I feel used up at the end of the workday.	1	2	3	4	5
44	I feel fatigued when I get up in the morning and have to face another day at work.	1	2	3	4	5
45	Working all day is really a strain for me.	1	2	3	4	5
46	I feel burned out from my work.	1	2	3	4	5
47	I have become less enthusiastic about my work.	1	2	3	4	5
48	I have become more cynical about whether my work contributes anything.	1	2	3	4	5
49	I just want to do my job and not be bothered.	1	2	3	4	5
50	I doubt the significance of my work.	1	2	3	4	5
51	I feel indifferent about my work.	1	2	3	4	5
52	I can effectively solve the problems that arise in my work. (R)	1	2	3	4	5

53	I feel I am making an effective contribution at work. (R)	1	2	3	4	5
54	In my opinion, I am good at my job. (R)	1	2	3	4	5
55	PE4. I feel energetic at my job. (R)	1	2	3	4	5
56	I feel confident in my ability to handle my job responsibilities. (R)	1	2	3	4	5
57	I accomplish many worthwhile things in my job. (R)	1	2	3	4	5

#### **Part 5 (demographic information)**

**Instruction:** The following are some necessary demographic information for this survey. Please answer truthfully.

58	Your birth year _____, your birth month _____.
59	Your gender: A.male    B.female
60	Your nationality _____.
61	Your working department: _____.
62	Your working year is _____.
63	Your educational degree is _____. A.primary school    B.Junior high school    C.Senior high school D.Junior college    E.Bachelor    F.Master    G.Doctor