

Article

Job satisfaction and job-related problems of sales consultants in supermarkets

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Abstract: This study was conducted to evaluate job satisfaction and problems encountered by sales consultants at ADESE shopping stores in Konya Province. The sample size was determined to be 189 participants, utilizing a non-clustered simple random sampling method by the main population rates. The research analyzed several key factors, including the demographic characteristics of the sales consultants, internal communication, teamwork and satisfaction within the unit, social and physical work environments, management style, decision-making processes, employee participation, rewards and motivation, relationships with managers, general job satisfaction, and perceptions of job-related problems. To analyze the factors affecting job satisfaction among the sales consultants, logistic regression analysis was employed. The results indicated that improvements in internal communication, social work environment, relationships with managers, management style, decision-making, and perceptions of participation had a positive influence on job satisfaction, whereas an increase in job-related problems was found to negatively impact job satisfaction.

Keywords: supermarket; sales consultant; satisfaction; job-related problems

1. Introduction

In developed countries such as the United States and the United Kingdom, the establishment of shopping malls dates back to 1938. In Türkiye, the development of shopping malls began in 1988. Shopping malls are defined as complex structures that house a variety of retail outlets, including both small- and large-scale stores, cafes, entertainment centers, restaurants, cinemas, exhibition halls, banks, hair salons, currency exchange offices, pharmacies, and similar businesses. These facilities are characterized by planned architectural designs and distinct service areas, and are typically located outside urban centers, managed by a centralized administrative body (Alkibay et al., 2007; Gruen, 1973; Kowinski, 1985). The appeal of shopping malls lies in their ability to save time by offering a wide range of services needed by consumers and their families in one location. Over time, they have evolved into regular social environments where individuals can shop, relax, and engage in leisure activities. Unlike traditional retail spaces, shopping malls are usually under single ownership, present a cohesive brand identity, and are managed centrally. They also vary in size, commercial diversity, operating hours, and economic scale. Their architectural significance and artistic designs further establish them as important economic and cultural symbols of contemporary society (Akgün, 2008).

Employee satisfaction has emerged as a key area of interest for both researchers and practitioners in recent years. It encompasses the sense of fulfillment employees

derive from their work (Zeffane, 2008). Many fields including human resource management, organizational behavior, work psychology, and management studies have conducted extensive research on employee satisfaction (Alrawahi et al., 2020; Koushiki, 2015; Ogunbanjo, 2021; Petrescu, 2008). Motivating and satisfying employees remains a fundamental yet complex challenge in management. When individuals are dissatisfied with their jobs, it can negatively impact their behavior (Chullen et al., 2010; Fennel, 2022; Nordin et al., 2020). According to Gadi and Kee (2020a), dissatisfaction can lead to reduced performance and behaviors that deviate from organizational expectations. An organization's reputation and employees' perceptions of job satisfaction significantly influence workplace behavior (Bagobiri and Gadi, 2021). A manager is defined as someone responsible for achieving organizational goals through the efforts of others. Therefore, it is crucial for managers to effectively address employees' needs, expectations, and work conditions to enhance job satisfaction (Aslan, 2004). Human resource management encompasses a broad array of activities aimed at improving employee performance and effectiveness. This includes fostering a peaceful and productive work environment, boosting morale and job satisfaction, enhancing communication, managing stress, and creating a strong organizational culture (Gürüz and Yaylacı, 2009; Kirel and Özkalp, 2011). Although research on employee satisfaction has declined in recent years, further investigation is essential due to its impact on individual well-being (Gadi and Kee, 2020b; Lestari et al., 2020; Suanj et al., 2017). It has been observed that organizations that provide job satisfaction face fewer difficulties in recruitment and retain a stable workforce. Conversely, businesses that fail to meet employee expectations often struggle with attracting and keeping personnel, leading to increased absenteeism and lower productivity. This underscores job satisfaction as a critical factor in organizational effectiveness. Job dissatisfaction may also lead to alienation, unexpected strikes, disciplinary issues such as work slowdowns, and a general decline in productivity (Smadov, 2006). Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their job or work experience (Siengthai and Pila-Ngarm, 2016). Shopping malls play a crucial role in meeting consumption needs in Türkiye and globally, serving as hubs where consumers interact with products through various promotional strategies, including quality and availability. Service quality in these establishments is influenced by factors such as store image, advertising, pricing, location, and employee attitudes and behaviors. The future success of shopping malls depends on key elements such as job security, the quality of employee-management relationships, fair performance-based wage systems, effective teamwork, and overall working conditions. To ensure customer satisfaction, it is essential to identify and resolve issues that hinder employee motivation and establish effective organizational communication.

Managers can help ease employees' financial concerns through initiatives such as salary increases, bonuses, awards, meal support, and health insurance. They can also improve job satisfaction by involving employees in decision-making processes, holding direct meetings with supervisory staff, offering counseling for psychosocial challenges, improving physical working conditions, and providing opportunities for promotion and career advancement. It is important to recognize that there is no universal standard for job satisfaction applicable to all shopping malls. Each mall must

develop its own benchmarks based on its specific context and needs. Moreover, there has been a noticeable lack of recent research on employee satisfaction in shopping malls. Since employee satisfaction directly affects customer satisfaction, this study aims to analyze the factors influencing job satisfaction among sales consultants employed at ADESE stores, a retail chain.

2. Materials and methods

The primary material for this research consists of data collected from the sales consultants employed at Adese shopping markets in Konya city through the survey method. The surveys were administered by the researcher between January and February 2017. ADESE markets were specifically selected for this study due to their status as the most established local stores in Konya, attracting a substantial number of consumers through their commitment to quality control, environmental sustainability, hygiene standards, and a large workforce. Additionally, various previous studies and publications on the subject were examined to provide further context for the research.

2.1. Method used in sample selection

The study examines personnel employed at ADESE stores, which operate within the boundaries of Konya city. The sample size for this research was determined to be 189, calculated with a 5% margin of error and a 95% confidence interval. This calculation was conducted using the non-clustered simple random sampling method, based on the proportions of the main population (Oğuz and Karakayacı, 2023).

$$n = \frac{Np(1 - p)}{(N - 1)\sigma_{P_x}^2 + P(1 - P)} \quad (1)$$

where, n = Sample size; N = Population size; $\sigma_{P_x}^2$ = Variance of the ratio; $p = 0.50$

2.2. Methods used in data analysis

The Likert scale was used to assess the attitudes and behaviors of the sales consultants at Adese regarding job satisfaction and related problems. It is the most commonly used and straightforward method for measuring attitudes and behaviors (Cramer and Howitt, 2004; Likert, 1932; Oğuz and Karakayacı, 2023; Türker, 2007).

W = weight of the rating, X = number of responses for a particular option.

$$X_1 \cdot W_1 + X_2 \cdot W_2 + \dots + X_n \cdot W_n / \text{Total} \quad (2)$$

Scales are 5: Strongly Agree, 4: Agree, 3: Undecided, 2: Disagree, 1: Strongly Disagree.

Cronbach's alpha analysis was utilized in the study to assess the reliability of the scale. This analysis computes the alpha value, which ranges from 0 to 1, by dividing the sum of the variances of the individual items on the scale by the overall variance. A higher alpha coefficient, approaching 1, indicates an increased reliability of the scale. In instances where certain items are found to compromise the homogeneity of the scale during analysis, these items are removed, and the analysis is then repeated (Kalaycı, 2010b). In the study, the reliability of the scale was assessed using Cronbach's alpha. The interpretation of the Cronbach's alpha coefficient is as follows: If $0.00 \leq \alpha < 0.40$,

the scale is considered not reliable, if $0.40 \leq \alpha < 0.60$, the scale has low reliability, if $0.60 \leq \alpha < 0.80$, the scale is very reliable, if $0.80 \leq \alpha < 1.00$, the scale is considered highly reliable. In this study, the suitability of the data was evaluated through factor analysis, using the Kaiser-Meyer-Olkin (KMO) measure. For the factor analysis to be deemed valid, the KMO value must exceed 0.60. Additionally, Bartlett's test was conducted to assess the relationships among the variables. A p -value of less than 0.05 indicates that the data is suitable for factor analysis (Büyüköztürk, 2018; Özdamar, 2004). To determine whether significant differences exist among the groups, a t -test and one-way analysis of variance (ANOVA) were conducted. The significance levels between the groups were then compared using Tukey's and Post Hoc tests. In this analysis, education status, working hours, and age were considered as independent variables (Kalaycı, 2010a). The study analyzes the impact of various factors on general job satisfaction. Specifically, it explores the roles of demographic characteristics, internal communication, unit harmony, satisfaction, the social and physical work environment, management style, decision-making processes, employee participation, reward systems, motivation, relationships with managers, and perceptions of work-related issues. To examine these relationships, logit regression analysis was employed, given that the dependent variables in this research are categorical. The logit model serves as a statistical methodology designed to analyze both tabulated and raw data sets. It facilitates classification under established probability rules by estimating the values of the dependent variable as probabilities (Kalaycı, 2010a; Özdamar, 2004). The general functional representation of logit models is indicated as follows (Gujarati, 2009).

$$Y(BXi) = \frac{\exp(BXi + \epsilon i)}{(1 + \exp(BXi + \epsilon i))} \quad (3)$$

Y = The dependent variable is whether the sales consultants have job satisfaction or not. (If satisfied, coded as 1, if not satisfied, 0).

B = Coefficient vector of explanatory variables.

X_i = Number of explanatory variables (12 variables were included in the factor analysis: X1: Age, X2: Educational status, X3: Working time, X4: Internal communication, X5: Harmony and satisfaction within the unit, X6: Social work environment, X7: Physical work environment, X8: Management style, decision making, participation, X9: Reward and motivation, X10: Employment problem, X11: Relationship of managers with employees, X12: Opportunity creation status of managers).

ϵi = Shows the error term.

3. Research findings and discussion

3.1. Socio-demographic characteristics of the sales consultants

The socio-demographic profile of the sales consultants who participated in the study is presented in **Table 1**. Among the respondents, 58.7% identified as male, while 41.3% were female. The age distribution was as follows: 26.5% were aged between 19–22, 28% between 23–26, 20.1% between 27–30, and 25.4% were 31 years of age or older. In terms of marital status, 51.9% were single, and 48.1% were married.

Table 1. Socio-demographic characteristics of the sales consultants.

Variables	Sub-variables	N	%
Gender	Male	111	58.7
	Female	78	41.3
Age groups	19–22 ages	50	26.5
	23–26 ages	53	28.0
	27–30 ages	38	20.1
	31+ age	48	25.4
Marital status	Single	98	51.9
	Married	91	48.1
Education status	Secondary school	28	14.8
	High school	90	47.6
	College	43	22.8
	University and higher	28	14.8
Working time	1 year or less	93	49.2
	2–4 years	60	31.7
	5–10 years	36	19.0

Educational qualifications revealed that 14.8% had completed secondary school, 47.6% were high school graduates, 22.8% held college degrees, and 14.8% had attained a university degree or higher. Lastly, in terms of work experience, 49.2% of participants had worked for 1 year or less, 31.7% had 2 to 4 years of experience, and 19% had 5 to 10 years of experience. A similar study examined the influence of new communication technologies on internal communication satisfaction within hospital settings. The findings revealed that 62.8% of the participants were female and 37.2% were male. Age demographics showed that 50.5% of participants were aged 26–33, 22.3% were between 34 and 41, 17.5% were 18–25, and 9.7% were 42 years or older. Regarding educational attainment, the majority of participants held a master’s degree (37.9%), followed by those with a bachelor’s degree (33.3%), a high school diploma (25.2%), and an associate degree (13.6%) (Danayiyen et al., 2017).

3.2. General satisfaction perception of the sales consultants

To achieve general success, enhance customer satisfaction, and ensure continuity in business operations, businesses must prioritize employee satisfaction.

Employee satisfaction is influenced by various factors, including the level of wages, the availability of food and transportation benefits provided by the store, social activity opportunities, gender, marital status, age, education level, and tenure within the store. **Table 2** presents the satisfaction levels of Adese employees. An examination of the research findings indicates that the statement, “*I recommend employment at Adese to individuals within my network*” received the highest mean score (2.79/5), suggesting a relatively positive perception among employees in this regard. In contrast, the statement, “*Adese is committed to ensuring the satisfaction of its employees*” received the lowest mean score (1.79/5), reflecting a notable level of employee dissatisfaction concerning organizational commitment. These findings are consistent

with previous studies that have identified a positive correlation between external prestige and job satisfaction (Çiftçioğlu, 2010; Pekdemir and Turan, 2014; Tuna et al., 2016). This section also presents the results of the reliability analysis and factor analysis conducted to evaluate the overall perception of employee satisfaction.

Table 2. Employees' satisfaction status with the shopping mall they work in.

General satisfaction scale items	Average
I am interested in understanding the perspectives of others regarding my workplace.	2.68
I recommend employment at Adese to individuals within my network.	2.79
I perceive Adese as a familial organization and consider myself an integral community member.	2.31
When my workplace receives praise, I interpret it as a personal commendation.	2.26
I regard the achievements of my organization as reflections of my own accomplishments.	2.57
Adese is committed to ensuring the satisfaction of its employees.	1.79
Adese is an environmentally sensitive establishment.	2.38
Criticism directed towards my company is distressing to me, prompting me to take appropriate measures in response.	2.32
Adese proactively adapts to the emerging changes and developments that are essential in today's environment.	2.17

Notes: 5. Strongly Agree, 4. Agree, 3. Undecided, 2. Disagree, 1. Strongly Disagree.

According to **Table 3** the general satisfaction perception scale consists of nine items. Through factor analysis, it was determined that the factor loadings for all items exceeded 0.30. The Cronbach's alpha internal consistency coefficient for the scale was calculated to be 0.904, indicating a high level of reliability.

Table 3. Employee satisfaction perception reliability analysis.

Reliability analysis models	Values
Cronbach's alpha coefficient	0.904
Kaiser-Meyer-Olkin analysis	0.858
Bartlett's test	904.596
Variance value (%)	62.004

Furthermore, the KMO value for the scale was determined to be 0.858, and the results of Bartlett's test yielded a value of 904.596, which was statistically significant.

Table 4. Factor analysis of employee satisfaction.

Factors	Factor load
I perceive Adese as a familial organization and consider myself an integral community member.	0.927
When my workplace receives praise, I interpret it as a personal commendation.	0.905
I recommend employment at Adese to individuals within my network.	0.808
I regard the achievements of my organization as reflections of my own accomplishments.	0.802
Criticism directed towards my company is distressing to me, prompting me to take appropriate measures in response.	0.700
Adese is an environmentally sensitive establishment.	0.664
Adese is committed to ensuring the satisfaction of its employees.	0.661

According to the analysis results, the items "I am interested in understanding the perspectives of others regarding my workplace." and "Adese proactively adapts to the

emerging changes and developments that are essential in today’s environment” were removed from the scale due to their contribution to a reduction in variance. Consequently, the variance value was established at 62.004. As illustrated in the graph presented in **Table 4**.

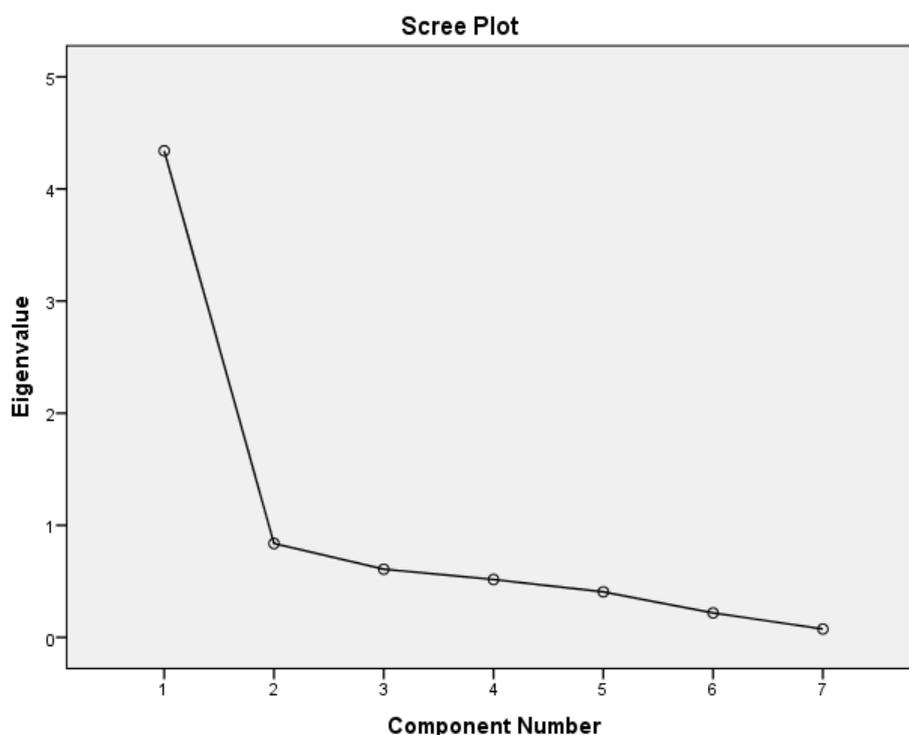


Figure 1. Employee satisfaction perception factor analysis line chart.

The satisfaction loadings for the two remaining factors are 0.927 and 0.905, which are distinctly higher than the others. As stated in the work of Suanj and others (2017), individuals who take pride in their workplaces may try to behave better, feel a stronger commitment to the organization, and also avoid behaviors that could negatively affect the organization (see **Figure 1**).

In **Table 5**, the general satisfaction perception of the sales consultants according to their demographic characteristics was analyzed with a one-way ANOVA test.

Table 5. T test results for general satisfaction perceptions of the sales consultants according to gender.

Group	N	\bar{x}	Standard deviation	F	P
Male	111	2.37	0.886	0.079	0.855
Female	78	2.35	0.845		

Notes: $p > 0.05$.

When the general satisfaction perceptions of the participants are compared according to their gender in **Table 5**, it is seen that the average of male employees is ($\bar{x} = 2.37$) and female employees is ($\bar{x} = 2.35$). To determine whether the satisfaction perceptions of the employees differ significantly, a *t*-test was applied to independent groups. No significant difference was found because of the research ($p > 0.05$).

Table 6. *t* test results for general satisfaction perceptions of the sales consultants according to their marital status.

Group	<i>N</i>	\bar{x}	Standard deviation	<i>F</i>	<i>P</i>
Single	98	2.37	0.878	0.711	0.919
Married	91	2.35	0.859		

Notes: $p > 0.05$.

When the marital status and general satisfaction perceptions of the participants are compared in **Table 6**, it is seen that the average of single employees was $\bar{x} = 2.37$ and married employees was $\bar{x} = 2.35$. To determine whether the general satisfaction perceptions of the participants differed significantly, a *t*-test was applied to independent groups. No significant difference was found as a result of the research ($p > 0.05$). The satisfaction status of the sales consultants according to their age and education level was determined by the ANOVA test. **Table 7** shows whether the sales consultants are satisfied with their workplace according to their age ranges.

Table 7. ANOVA test for general satisfaction perceptions of the sales consultants according to age ranges.

Group	<i>N</i>	\bar{x}	Standard deviation	<i>F</i>	<i>p</i>	Significant difference
19–22 ages	50	2.38	0.891	2.966	0.033	(31–+/23–26*)
23–26 ages	53	2.14	0.767			
27–30 ages	38	2.29	0.795			
31–+ ages	48	2.64	0.945			

Notes: $p < 0.05$.

In **Table 7**, the general satisfaction perceptions of the participants according to their age ranges were reviewed and it was determined that there was a significant difference ($p < 0.05$). It was also seen that the general satisfaction perception was higher in the employees in the 31–+ age group than in the 23–26 age group. In **Table 8**, the satisfaction of the employees with their working situation according to their education level was analyzed.

Table 8. ANOVA test for general satisfaction perceptions of the sales consultants according to their education level.

Group	<i>N</i>	\bar{x}	Standard deviation	<i>F</i>	<i>p</i>	Significant difference
Secondary	28	2.76	0.844	6.952	0.000	(Secondary)
High school	90	2.50	0.887			
College	43	2.10	0.787			
University– +	28	1.92	0.657			

Notes: $p < 0.05$.

In **Table 8**, the satisfaction perceptions of the sales consultants according to their education level were examined and it was determined that there was a significant difference ($p < 0.05$). When the analysis results and average values were reviewed, the employees with the highest general satisfaction perception were those with a

secondary school education level. As the education level increased, the general satisfaction perception decreased. When the satisfaction status of Adese employees was analyzed according to their working time in **Table 9**, it was determined that there was a significant difference at the level of 5%. In **Table 9**, it was observed that the general satisfaction perceptions of the participants who worked for 5 and 10 years were higher than those who worked for 1 year or less according to their working time.

Table 9. ANOVA test for general satisfaction perceptions of the sales consultants according to their working time.

Group	N	\bar{x}	Standard deviation	F	p	Significant difference
1 year or less	93	2.19	0.820	3.738	0.026	(- (1 year or less)
2 and 4 years	60	2.47	0.829			
5 and 10 years	36	2.61	0.977			

Notes: $p < 0.05$.

3.3. Analysis of factors affecting job satisfaction of the sales consultants

The factors influencing job satisfaction among the sales consultants were examined using logistic regression analysis, with findings presented in **Table 10**.

Table 10. Logistic regression analysis of factors affecting employees' job satisfaction.

Y: Dependent variable	B	S.E	Wald	Exp(B)	Sig.
Independent variables					
X1: Age	-0.102	0.276	0.138	0.903	0.711
X2: Educational status	0.223	0.374	0.354	1.249	0.552
X3: Working time	0.456	0.422	1.170	1.578	0.279
X4: Internal communication	0.912	0.524	3.028	2.490	0.082
X5: Harmony and satisfaction within the unit	-0.514	0.527	0.952	0.598	0.329
X6: Social work environment	1.169	0.568	4.235	3.220	0.040
X7: Physical work environment	0.305	0.287	1.129	1.356	0.288
X8: Management style, decision making, participation	1.359	0.514	6.994	3.891	0.008
X9: Reward and motivation	-0.129	0.358	0.131	0.879	0.717
X10: Employment problem	-0.500	0.248	4.049	0.607	0.044
X11: Relationship of managers with employees	1.190	0.507	5.513	3.286	0.019
X12: Opportunity creation status of managers	0.227	0.315	0.552	1.255	0.470

Notes: $R^2 = 0.664$, -2 Log likelihood = 106.070^a, df = 1, $P < 0.05$.

The results of the study reveal a positive and statistically significant relationship between internal communication and job satisfaction (sig: 0.082). This suggests that effective and open communication among employees, along with social activities and a smooth flow of information, can significantly enhance job satisfaction. Specifically, individuals with high levels of internal communication report job satisfaction levels that are 2.490 times higher than those with low levels of internal communication. Furthermore, a study entitled Looking at Life from a Beautiful Window supports the notion that improvements in internal communication can substantially increase job

satisfaction (Pembecioğlu, 2015). A comprehensive analysis of the factors influencing the job satisfaction of sales consultants is presented in **Table 10**. The findings indicate a positive and statistically significant relationship (sig: 0.040) between the social work environment and job satisfaction. Contributing factors include evaluating employee performance, ensuring non-discriminatory practices, providing an environment where employees can utilize their potential, offering development opportunities, allowing autonomy, guaranteeing job security, delivering non-wage social support and training, and ensuring fair promotion and assignment practices. Employees who perceive a high-quality social work environment reported job satisfaction levels that are 3.220 times greater than those with lower perceptions. Similarly, there is a positive and statistically significant relationship between management style, decision-making perception, and job satisfaction (sig: 0.008). Considering employees' views and ideas about their work, recognizing their decision-making authority, clearly communicating the store's goals and objectives, providing proper guidance, assigning tasks based on skills and knowledge, implementing appropriate staffing policies, and enhancing employees' sense of control in their roles all contribute to increased job satisfaction. Employees with high perceptions of management style, decision-making, and participation report job satisfaction levels 3.891 times higher than those with lower perceptions.

There exists a positive correlation between employees' perceptions of their relationships with managers and general job satisfaction (sig: 0.019). Several factors contribute to heightened job satisfaction, including managers who share their experiences with employees, dedicate time to their development, offer prompt and effective solutions to problems, model exemplary behavior, demonstrate fairness without discrimination, and exhibit open-mindedness, honesty, and consistency. Additionally, the effectiveness of top management in representing the store and fostering transparent, trusting relationships with employees is crucial. It is equally important for supervisors to maintain a respectful demeanor toward employees. Research indicates that the job satisfaction of employees who possess a high perception of their relationship with managers is 3.286 times greater than that of employees with a low perception. When examining workplace issues, it was found that there is a negative relationship with job satisfaction (sig: 0.044). Factors contributing to this decline in job satisfaction include difficulties in making ends meet with current wages, inconsistent behavior from management, failure to uphold employee rights, excessive workloads, constant issues with ignorant consumers, communication with too many individuals, inadequate measures for occupational health and safety, personal discrimination by managers, and an increased workload due to insufficient staffing. Employees who perceive a high level of work-related problems report job satisfaction that is 0.607 times lower than those with a low perception of such issues. Okpara (2006), examined whether job satisfaction varied by gender. This study revealed that men and women experienced different levels of job satisfaction influenced by multiple factors. In certain instances, women reported higher job satisfaction than their male counterparts, which was attributed to their greater emphasis on social factors. Conversely, men reported higher job satisfaction in some cases, which was explained by their increased comfort in self-expression and their more ample opportunities for personal development. Furthermore, the study

determined that enhancements in the perception of rewards and motivation did not have a significant impact on the job satisfaction of the sales consultants (sig: 0.717).

4. Conclusion and recommendations

As a result of the analysis, the satisfaction level of the sales consultants working in ADESE stores depends on the following situations. Effective and easy communication among employees, supervisors not behaving rudely towards employees, the manager providing opportunities for effective, creative thoughts and actions, the situation of receiving salaries on time. On the other hand, the factors that the sales consultants working in Adese stores are not satisfied with are as follows: Not organizing social events to increase communication among employees, occasionally not providing non-salary social benefits, the transportation facilities provided by the store being insufficient, the manager not granting the employee decision-making authority related to the work, salary increases not being at a sufficient level, top management not being successful in representing the organization, top management not establishing transparent and trust-based relationships with employees, being in dialogue with too many people, lack of sufficient personnel. Having an excessive workload.

As a result of logistic regression analysis, it can be observed that there is a positive relationship between internal communication, social work environment, relationships with managers, management style, decision-making and participation perceptions and job satisfaction. In other words, improvements in these sections will increase job satisfaction. In this context, the following can be recommended; Investigating the root causes of problems that demotivate employees to ensure customer satisfaction continuity, establishing effective communication, solving employees' economic problems through activities such as salary increases, rewards, bonuses, meals, and health insurance by managers, addressing psycho-social issues through participation in status and decision-making, direct meetings with superiors, and consulting activities, as well as improving teamwork and physical working conditions, investigating the root causes of managerial issues with promotion and career opportunities and increasing employee job satisfaction, taking measures such as job security, relationships with managers, and the development of a fair performance-based wage system.

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