

## **Job Satisfaction in Retail Sector: The Role of Perceived Training & Development and Organizational Justice**

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Retail organizations are driven mainly by two forces; employees and customers, this raises the need of satisfying both forces for the development and growth of business. Training and development are the concept that has gained importance since the advent of globalization and industrialization. The immense technological changes have also influenced the need for training employees to develop their skills. Researchers have claimed that training and development within organizations can affect the satisfaction of an employee. Organizational justice is another factor that is often considered to create a better environment for all employees which can improve job satisfaction. It is often found that employees feel a lot more stressed once their perceptions for completion of tasks are not supported by managers. It is necessary for managers to coordinate with all employees and ask them about their perceptions on workplace justice and job satisfaction for completion of various tasks. Top organizations in Malaysia are mostly focused on maintaining a healthy environment for all employees by creation of effective organizational justice. However, small brands in Malaysian retail market are still unaware of the benefits of training and development on job satisfaction. Major reason behind conducting this research is to make a discussion regarding advantages of training and organizational justice on job satisfaction. To reduce this gap, this study was conducted among 170 employees of Malaysian retail sector to explore the relationship between the variables. The research findings had provided a great knowledge regarding the level of different variables such as training and development, organizational justice, and job satisfaction. According to the results, it was analyzed that strong relationships are there among training and development, organizational justice, and job satisfaction. Some implications were found in this study. First, it can contribute knowledge to the retail sector that, organizational justice brings higher significant impact than training and development. This has highlighted the important role of organizational justice in retail sector. Hence, the management of retail sector is encouraged to provide a fair working environment to improve the job satisfaction among the employees. Second, the findings had also contributed to suggesting future scholars to conduct similar study in different context and different methodology, such as longitudinal study to capture the pattern of relationship.

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