HRM Practices in Modern Retail: Organizational Commitment, Work Pressure, and Perceived Organizational Support Toward Job Satisfaction

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Abstract. This study investigates HRM practices in the modern retail sector by analyzing the effects of Organizational Commitment and Work Pressure on Job Satisfaction, with Perceived Organizational Support (POS) as a moderating variable. The research was conducted at a building materials retail company in Malang, Indonesia, involving 90 employees. Data were collected through online questionnaires and analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS. The results show that both Organizational Commitment and Work Pressure have a significant positive effect on Job Satisfaction. POS also has a significant positive effect and partially moderates the relationship between Organizational Commitment and Job Satisfaction, but not between Work Pressure and Job Satisfaction. These findings highlight the importance of structured POS and employee engagement strategies in enhancing job satisfaction in high-pressure retail environments. The study contributes to HRM literature by emphasizing the strategic role of POS in strengthening organizational commitment within the retail industry.

Keywords: Human Resource Management, Job Satisfaction, Organizational Commitment, Work Pressure, Perceived Organizational Support

Introduction

The development of the modern retail sector in Indonesia has created both significant economic value and complex human resource management (HRM) challenges. As reported by the Indonesian Retail Entrepreneurs Association (APRINDO), the retail industry contributed 13.2% to the national GDP in 2022, reflecting its vital role in supporting economic growth and consumer demand. This sector's growth is driven not only by rapid urbanization and increasing purchasing power but also by technological advancements and intensified market competition. However, while infrastructure and service innovations have been widely adopted, HRM practices in modern retail—particularly in labor-intensive sub-sectors like building materials—have not evolved at the same pace. Modern retail businesses are characterized by dynamic work environments, high employee turnover, rigid operational targets, and the necessity of continuous frontline service. These characteristics demand robust and adaptive HRM strategies. In particular, workers in operational roles—such as warehouse staff, sales assistants, and cashiers—often experience job instability, unclear career progression, performance pressure, and inadequate managerial support. This is observable in many large-scale retailers, such as Depo Bangunan in Malang City, where shift-based systems, physical workload, and customer-oriented service structures dominate the employment experience.

The complexity of managing human capital in such environments highlights the urgency of strategic HRM practices aimed at enhancing employee retention, satisfaction, and performance. In this regard, job satisfaction emerges as a crucial HRM outcome variable. According to Robbins and Judge (2017), job satisfaction is influenced by a variety of factors including compensation, relationship with supervisors and coworkers, working conditions, and personal development opportunities. In the retail context, job satisfaction is not merely an internal workforce issue—it is also a determinant of service quality, customer loyalty, and overall business continuity. As emphasized by Yoo, Back, and Park

(2025), satisfied employees tend to exhibit more prosocial behavior, which positively impacts customer experience and organizational reputation. The workforce composition in companies like Depo Bangunan generally reflects a demographic dominated by high school graduates who occupy physically intensive operational roles, such as warehouse staff, sales clerks, and support divisions. Employees are mostly in their early to mid-career stages, with a small proportion having managerial roles or higher education qualifications. This profile implies a working population that is highly task-oriented, routinized, and susceptible to job fatigue if not supported through responsive HRM practices. The nature of their work often requires long hours, multitasking, and a consistent focus on achieving daily sales or service targets. These characteristics underscore the urgency for HR policies that are grounded in day-to-day realities, ensuring that support, recognition, and well-being are not merely aspirational goals but embedded in the structure of the organization.

In understanding what shapes job satisfaction in this environment, organizational commitment plays a central role. The theory of organizational commitment developed by Meyer and Allen (1997) divides commitment into three dimensions: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving), and normative commitment (a sense of obligation to stay). In labor-intensive settings, affective and normative dimensions are particularly important because they shape how workers respond to job demands, team dynamics, and management expectations. Strengthening commitment is often associated with increased loyalty, reduced turnover intentions, and more consistent job performance—goals that are crucial in operational retail environments with high workforce mobility and frequent hiring cycles. Another key HRM challenge in the retail sector is work pressure, often experienced as job stress. Retail employees frequently face pressure from sales targets, overtime shifts during promotional periods, multitasking demands, and customer expectations. These pressures can become sources of both motivation and exhaustion, depending on how they are managed. Robbins and Judge (2017) distinguish between eustress, a positive stress that energizes employees, and distress, a negative stress that leads to burnout. Understanding this balance is critical for retail HR managers seeking to maintain performance without compromising employee health or morale. Previous studies, including those by Mulyati et al. (2025) and Belzara & Waluyo (2024), have explored how workload and environmental stressors affect employee commitment and satisfaction, particularly in fast-paced commercial environments.

To enhance the effectiveness of HRM strategies addressing commitment and stress, organizations must also pay close attention to Perceived Organizational Support (POS). POS refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). In contemporary HRM discourse, POS is increasingly seen as a foundational element in promoting employee engagement, motivation, and retention. In retail environments, where formal support mechanisms may be minimal and relationships with supervisors are critical, the role of POS becomes even more salient. Informal recognition, managerial responsiveness, and fairness in workload distribution are often interpreted by employees as indicators of whether or not they are truly supported by the organization. As shown by Ramlo (2025) and Garcia-Pereyra et al. (2025), POS plays a particularly crucial role in post-pandemic workplaces, where psychological safety and emotional support have become as important as material compensation. In the case of Depo Bangunan and similar companies, informal team support structures often arise in the absence of formalized organizational care. However, such informal support, while beneficial, is insufficient for maintaining long-term satisfaction and productivity without corresponding policy-level commitments from management. This raises important questions about how POS can be deliberately embedded within the HRM architecture of modern retail firms.

Existing literature has extensively examined the individual roles of organizational commitment, job stress, and perceived support in determining employee satisfaction. However, research that integrates these three elements within a single conceptual model—especially in the context of modern retail in emerging economies—is still limited. Many previous studies have focused on white-collar or public sector employees (e.g., Diatmika & Sugiarto, 2021; Yanti, 2018), where work structures and HR practices differ significantly from those in operational retail sectors. Moreover, most studies tend to examine direct effects between variables, without exploring how organizational support might alter or moderate these relationships. In real-world practice, however, employee experiences are shaped by complex interplays between pressure, commitment, and support—making a more

integrated analytical approach essential. This research addresses that gap by exploring how organizational commitment and work pressure affect job satisfaction in a modern retail setting, while also examining the moderating role of perceived organizational support. The study focuses on the retail building material sector—a segment that is underrepresented in HRM research despite its significant economic contribution and operational distinctiveness. By doing so, it contributes not only to academic understanding but also to managerial practice by identifying actionable HRM strategies that can be deployed in high-pressure retail contexts to improve employee satisfaction, motivation, and retention. The rise of modern retail requires not only technological innovation and competitive pricing, but also a sophisticated understanding of human capital dynamics. As companies scale their operations and respond to shifting consumer behavior, HRM practices must evolve to match the complexity of frontline workforce demands. This research situates itself at the intersection of organizational psychology and retail management, offering an integrated framework to understand and improve employee satisfaction in modern retail environments.

Methods

This study adopts a quantitative explanatory approach to investigate the influence of organizational commitment and work pressure on job satisfaction, with perceived organizational support (POS) as a moderating variable. The research was conducted at Depo Bangunan, a modern building materials retail company in Malang, Indonesia, which operates in a high-pressure environment characterized by shift-based work and sales targets.

A total of 90 employees were selected through proportionate random sampling from a population of 211. Data were collected using a structured online questionnaire employing a five-point Likert scale. The questionnaire items were adapted from established instruments and measured four core constructs: organizational commitment (Meyer & Allen, 1997), work pressure (Robbins & Judge, 2017), perceived organizational support (Rhoades & Eisenberger, 2002), and job satisfaction (Mathis & Jackson, 2006).

Organizational commitment was assessed through affective, continuance, and normative dimensions. Work pressure was evaluated based on job demands such as time constraints, physical workload, and leadership dynamics. POS reflected employees' perceptions of fairness, supervisor support, and organizational care. Job satisfaction was measured through indicators related to the work itself, pay, supervision, promotion, coworkers, and working conditions.

The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis included reliability and validity testing, path coefficient estimation, and moderation effect assessment. PLS-SEM is particularly suited for complex models with latent variables and is widely used in HRM research for its predictive capabilities and minimal distributional assumptions (Ringle et al., 2020). This method allowed the study to empirically examine the interplay between HRM variables in a real-world retail setting, and aligns with current methodological best practices in the field (Legate et al., 2023).

Result and Discussion

Result
Respondent Profile: Understanding HRM Realities in the Modern Retail Context

The analysis of respondent profiles in this study is based on four key tables—age (Table 1), education (Table 2), division or job placement (Table 3), and length of employment (Table 4). These descriptive data provide an essential foundation for interpreting how Human Resource Management (HRM) practices, particularly those related to organizational commitment, work pressure, and perceived organizational support, operate in the specific context of modern retail.

Table 1
Respondent Characteristics Based on Age

Age	Frequency	Percentage
< 25 Years	10	11.1%
25-35 Years	45	50.0%
36-45 Years	33	36.7%

> 45 Years	2	2.2%
Total	90	100%

Source: Processed primary data (2025)

Based on Table 1, the majority of employees at Depo Bangunan fall within the productive age range, with 50.0% aged 25–35 years and 36.7% aged 36–45 years. Only 11.1% were under 25, and a very small portion (2.2%) were over 45. This age distribution reflects a workforce that is both energetic and experienced, capable of managing retail operational demands while also susceptible to fatigue if adequate HRM strategies are not in place.

Table 2
Respondent Characteristics Based on Education Level

Type of Education	Frequency	Percentage
High School	89	98,9%
Bachelor (S-1)	1	1,1%
Total	90	100%

Source: Processed primary data (2025)

According to Table 2, the educational background of respondents is heavily concentrated at the secondary level. 98.9% of employees are high school graduates, with only 1.1% (1 respondent) holding a bachelor's degree. No employees reported having diplomas or postgraduate qualifications. This highlights the importance of HRM systems that emphasize practical skills, hands-on training, and operational clarity, as complex theoretical approaches may be less applicable in such environments.

Table 3.
Respondent Characteristics Based on Position

No	Type of Division	Frequency	Percentage
1	Store Manager	1	1,1%
2	Assistant Store Manager	1	1,1%
3	Head of Warehouse	1	1,1%
4	Asst. Warehouse Manager	1	1,1%
5	Supervisor	3	3.3%
6	Customer Service	2	2,2%
7	Cashier	3	3.3%
8	Warehouse	31	34.4%
9	Sanitary Division	3	3.3%
10	Buldesk Division	5	5,6%
11	Plumbing Division	7	7,8%
12	Paint Division	13	14,4%
13	Flooring Division	19	21,1%
	Total	90	100%

Source: Processed primary data (2025)

Table 3 further indicates that employees are predominantly concentrated in core operational divisions, especially warehouse (34.4%), flooring (21.1%), and paint (14.4%). Other divisions like plumbing, sanitary, and cashier roles have lower representation, while managerial positions collectively account for less than 10%. These figures point to a bottom-heavy organizational structure, emphasizing the need for inclusive HR policies that do not disproportionately focus on upper-tier management but instead engage directly with operational staff.

Table 4. Respondent Characteristics Based on Length of Service

Working Time	Frequency	Percentage
< 1 Year	11	12,2%
1-3 Years	20	22,2%
4-5 Years	44	48,9%
> 6 Years	15	16,7%
Total	90	100%

Source: Processed data (2025)

In terms of length of service, Table 4 shows that 48.9% of employees have worked between 4–5 years, followed by 22.2% with 1–3 years, and 16.7% with more than six years of experience. Only 12.2% are newly recruited employees (<1 year). This distribution suggests a degree of workforce stability, but also signals areas where career advancement paths and retention strategies are crucial to maintain employee motivation and commitment beyond mid-tenure phases.

Together, these four tables provide a comprehensive profile of the human capital within a modern retail enterprise. They confirm that HRM interventions in such contexts must be operationally responsive, equitably distributed, and culturally grounded. Employees' perceptions of organizational commitment and support are likely to be shaped by immediate supervisors, workload distribution, and direct recognition, rather than policy documents alone. Likewise, the experience of work pressure may be magnified or mitigated depending on the worker's division, tenure, and level of autonomy. The respondent profiles—based on the data in Tables 1 through 4—highlight the demographic and structural landscape that shapes HRM practices in modern retail. These findings serve as a crucial reference point for interpreting the model tested in this study and for designing practical interventions in similar organizational settings.

Construct Measurement

Before examining the influence of HRM practices on job satisfaction, it is important to confirm whether the indicators used in this study accurately reflect the perceptions of employees in the modern retail context. Based on the measurement results in Table 5, all four key constructs—organizational commitment, work pressure, perceived organizational support (POS), and job satisfaction—demonstrated acceptable internal consistency and interpretive clarity among respondents. Organizational commitment showed the highest reliability, suggesting that employees shared consistent views regarding their emotional attachment, sense of obligation, and intention to stay with the company. This supports the relevance of commitment as a central HRM focus in frontline retail operations, where loyalty is often shaped by daily interactions rather than long-term career planning. Although work pressure recorded slightly lower consistency, it remains within acceptable limits. This variation likely reflects the diversity of operational tasks in the retail setting—some employees may find pressure stimulating, while others perceive it as a burden, especially in physically demanding roles like warehousing or sales. Perceived organizational support, as experienced through fairness, supervisor care, and recognition, was also measured reliably. This confirms that employees in the retail sector are sensitive to how the organization demonstrates appreciation beyond financial rewards. Lastly, the job satisfaction construct—covering aspects like job content, pay, supervision, and workplace conditions—was interpreted consistently by employees, reinforcing its significance as an outcome variable in HRM analysis.

Table 5. Reliability of Constructs

Variable	Cronbach's Alpha	Composite Reliability
Organizational Commitment	0.895	0.914
Work Pressure	0.691	0.794
Perceived Organizational Support	0.704	0.809
Job Satisfaction	0.827	0.867

Source: Processed primary data (2025)

The measurement model affirms that the constructs used reflect meaningful and reliable perceptions of HRM practices in modern retail work.

Structural Model

To understand how HRM practices impact job satisfaction in modern retail, the structural model was tested using employee data from Depo Bangunan. The analysis focused on three main relationships: the direct influence of organizational commitment and work pressure on job satisfaction, and the moderating role of perceived organizational support (POS) within these relationships. The results, summarized in Table 3, show that the HRM model has strong explanatory power. The combination of organizational commitment, work pressure, and POS accounts for 67.2% of the variance in job satisfaction. This suggests that these three factors together form a significant basis for understanding what drives employee satisfaction in retail operations that are target-oriented and physically demanding.

Table 3. Model Accuracy

Dependent Variable	R-Square
Job Satisfaction	0.672

Source: Processed primary data (2025)

Further analysis of the path relationships reveals key insights into the dynamics of HRM in retail. First, organizational commitment has a significant positive effect on job satisfaction. This means that employees who feel emotionally connected and obligated to the company are more likely to enjoy their jobs. This aligns with Meyer and Allen's (1997) commitment theory, and confirms that loyalty and trust remain core elements in frontline retail HRM. Second, work pressure also shows a significant positive influence on satisfaction. While surprising at first glance, this finding reflects the nuanced nature of stress in modern retail. For many employees, moderate pressure—such as performance targets or busy schedules—can foster a sense of achievement, as long as the workload remains manageable (Robbins & Judge, 2017). Third, POS significantly strengthens the relationship between organizational commitment and job satisfaction. Employees who feel appreciated and supported by the company are more likely to translate their loyalty into genuine satisfaction. This supports the idea that managerial recognition and fairness are not just symbolic but operationally impactful (Rhoades & Eisenberger, 2002). However, POS does not moderate the relationship between work pressure and satisfaction. This indicates that while employees may feel supported, the actual experience of pressure—especially in physically intensive roles—is shaped more by tangible workload management than by perceived appreciation alone.

Table 4. Path Coefficient Summary

Relationship	Path Coef.	p-Value	Interpretation
Organizational Commitment → Job Satisfaction	0.211	0.020	Significant positive influence
Work Pressure → Job Satisfaction	0.350	0.000	Significant positive influence

POS → Job Satisfaction	0.504	0.000	Strong direct effect
POS × Commitment → Job Satisfaction	0.220	0.012	POS strengthens the effect of commitment
POS × Work Pressure → Job Satisfaction	-0.092	0.184	Not significant as a moderator

Source: Processed primary data (2025)

From a managerial perspective, these findings suggest that HRM efforts in retail should prioritize strengthening employee commitment through clear communication, recognition, and fair career progression. At the same time, pressure-related policies must go beyond emotional support and include real-time operational improvements such as workload balancing and schedule flexibility. The structural model confirms that HRM practices in modern retail—when built on organizational commitment and supported by genuine managerial care—can significantly shape employee satisfaction. However, managing pressure requires more than empathy; it demands structural change.

Discussion

Organizational Commitment and Job Satisfaction

The strong positive influence of organizational commitment on job satisfaction underscores the foundational role of emotional and normative attachments in human resource practices, particularly in the demanding retail industry. In environments like *Depo Bangunan*, where physical labor and routine dominate, employees who are emotionally connected to the organization are more likely to maintain motivation, resilience, and meaning in their tasks. This finding is consistent with the widely used three-component model of commitment by Meyer and Allen (1997), which identifies affective, normative, and continuance components. Among these, affective commitment—employees' emotional attachment to the organization—has been consistently linked to higher job satisfaction across various sectors, including retail (Yusairah & Kadir, 2011) (Kaplan et al., 2012). Similarly, job satisfaction with elements such as pay, recognition, and supervisor relationships contributes significantly to organizational commitment (Lee & Gao, 2005), (Eslami & Gharakhani, 2012). Research in retail settings shows that satisfaction with intrinsic aspects of work (such as meaningful tasks and autonomy) and extrinsic factors (like compensation and promotion opportunities) directly fosters commitment and reduces turnover intention (Salleh et al., 2012). For example, recognition from supervisors and peers has been shown to enhance both motivation and loyalty among retail employees (Arunkumar, 2014). In practical terms, retail organizations should prioritize human-centric HRM practices that enhance daily experiences of fairness, support, and inclusion. Strategies like team-based rewards, internal promotion, and transparent communication foster a stronger sense of belonging and purpose. Such practices are aligned with findings that job satisfaction mediates and strengthens the impact of commitment on performance (Suprayitno et al., 2021), while also reducing the intention to leave (Miarkolaei & Miarkolaei, 2014). In sum, fostering organizational commitment through meaningful work and supportive HR practices is not only beneficial for job satisfaction but also vital for employee retention and operational resilience in retail environments.

Work Pressure and Job Satisfaction

Interestingly, work pressure was found to have a positive and significant effect on job satisfaction, which aligns with the concept of "eustress"—a form of positive stress that enhances motivation, focus, and engagement when managed appropriately (Robbins & Judge, 2017). In retail environments, where employees operate under clear targets and fast-paced workflows, such pressure can instill a sense of achievement and purpose. This is supported by research showing that specific forms of structured pressure—such as time-bound tasks and performance expectations—can stimulate employee satisfaction when perceived as challenges rather than threats (Roy, 2023). Moreover, when stress is linked to competency growth, internal competition, or the pursuit of incentives, it has been shown to encourage personal development and organizational loyalty (Verma & Bajaj, 2022). However, this should not be mistaken as a justification for chronic or excessive workloads. Prolonged exposure to unmanaged stressors—especially common in retail roles involving physical labor and demanding

customer interactions—can lead to emotional exhaustion and dissatisfaction (Mayr & Teller, 2023). Recent studies emphasize the importance of distinguishing between motivating pressure and harmful overload to prevent burnout while maintaining productivity. Practical HR interventions such as rotating high-stress assignments, implementing equitable shift systems, and offering performance feedback are crucial to preserving the benefits of eustress without crossing into distress. These strategies align with findings that job design and employee autonomy can buffer the negative impacts of pressure, improving both well-being and job satisfaction (Chung et al., 2012).

Perceived Organizational Support (POS) and Job Satisfaction

Perceived Organizational Support (POS) showed the strongest direct effect on job satisfaction, reinforcing the view that employees place significant value on feeling acknowledged, appreciated, and supported by their organization. In large, decentralized retail settings, POS serves as an emotional stabilizer that helps mitigate burnout from repetitive tasks and high interpersonal demands. This observation is well-aligned with the theory by Rhoades and Eisenberger (2002), which argues that organizational care—demonstrated through fairness, recognition, and managerial responsiveness—is central to employee satisfaction and commitment. Empirical studies affirm that when employees perceive genuine support from their employer, their levels of satisfaction increase significantly, even in high-pressure roles (Khan et al., 2022), (Uzunbacak, 2020). In the retail industry specifically, POS has been shown to buffer the negative emotional effects of frontline labor, while also enhancing performance and decreasing turnover intention (Duke et al., 2009), (Sukistianingsih et al., 2023). Employees who feel supported are more resilient and adaptive in challenging service interactions. For HR managers in retail, this implies that building supportive structures—such as two-way communication, recognition systems, and transparent feedback mechanisms—is critical. Even symbolic gestures, like supervisors acknowledging an employee's extra effort, have been found to meaningfully enhance job satisfaction, often more effectively than financial incentives (Chung et al., 2012).

POS as Moderator: Strengthening Commitment, Not Buffering Pressure

The study also found that Perceived Organizational Support (POS) significantly moderates the relationship between organizational commitment and job satisfaction, but not between work pressure and satisfaction. This means that employees who already feel emotionally attached to their organization experience greater satisfaction when they also feel valued and supported. POS amplifies the positive outcomes of commitment by reinforcing a sense of appreciation and belonging, resulting in more engaged and satisfied employees (Ioniţă, 2020), (Akkoca, 2023). However, POS does not mitigate the negative effects of excessive work pressure. This supports evidence that emotional support alone cannot counteract structural stressors like high workloads, poor scheduling, or understaffing. Research shows that while POS improves morale, it does not erase dissatisfaction caused by operational inefficiencies (Pathak, 2012). Therefore, organizations must complement emotional support with tangible, structural interventions to manage stress effectively. Practical strategies such as optimized manpower planning, fair shift rotations, task prioritization, and load redistribution—especially during promotional periods or peak seasons—are essential to maintain satisfaction under pressure (Kenku & Oshishepo, 2023), (Chung et al., 2012).

Conclusion

This study contributes to the understanding of how core Human Resource Management (HRM) practices influence job satisfaction in the context of modern retail operations. Based on data from frontline employees at a major building materials retailer, the findings reveal that organizational commitment, work pressure, and perceived organizational support (POS) each play distinct yet interconnected roles in shaping employee satisfaction. Organizational commitment, particularly emotional and normative in nature, remains a vital driver of satisfaction. Employees who feel loyal and connected to their workplace tend to report higher levels of engagement and fulfillment, even in routine or physically demanding roles. Similarly, work pressure—when maintained at a constructive level—can serve as a source of motivation and a sense of accomplishment, reinforcing the idea that challenge, if well-managed, can lead to positive outcomes. Perceived organizational support emerged as the most powerful predictor of satisfaction and further enhances the impact of commitment. When employees feel supported, recognized, and fairly treated, their existing commitment translates more directly into

satisfaction. However, POS alone is insufficient to buffer the effects of high pressure; tangible workload management and structural interventions remain essential. HRM practices in modern retail must strike a balance between relational and operational strategies. Building commitment, recognizing effort, and managing pressure must be approached holistically to foster sustainable employee satisfaction. The integration of emotional support and structural fairness is no longer optional—it is strategic.

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