



Factors Influencing on Job Satisfaction of Retail Enterprises in Sri Lanka: an Empirical Investigation

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Abstract

The goal of this study was to examine the influencing factors for *job satisfaction of retail employees who are working in non-supervisory positions with lower status*. Data were collected from 40 respondents at the retail enterprises in Matara district through structured questionnaire. The sample was selected according to the convenient sampling method. The results did show that majority of the sample was not indicated major four factors (i.e., attitudinal factors, demographic factors, controllable factors and uncontrollable factors) as satisfying factors. Based on t-test, F-test and correlation coefficient, three sub factors such as work load, flexibility in the working hours and physical environment were influenced to the job satisfaction noticeably. Findings suggested that to increase job satisfaction of workers in retail industry, work load, flexibility in the working hours, physical environment should be changed immediately and rest of factors should be changed moderately.

Keywords: *Employee attitudes; Job satisfaction; Retail employees*

Introduction

Employee satisfaction contributes significantly on the success of organizations and satisfaction is determined on various factors and working conditions. Locke, in his seminal 1976 review of the job satisfaction literature, noted that more than 3,300 articles had been published on the topic of job satisfaction (Harter et al. 2002).

Successful organizations concern employee satisfaction and its related factors to maintain satisfied workforce. Unfortunately, working conditions which are related to worker satisfaction of retail industry in Sri Lanka have not successfully evaluated and most of employees have not adapted to changes in technology, transportations, communication, government policies and human right and so on. The primary purpose of this study was to assess job satisfaction of retail employees who are working on *non-supervisory positions* at small retail enterprises in Matara district. According to the previous studies, there are many research outcomes on job satisfaction and identified factors to increase job satisfaction in large scale organizations in local and internationally, although to date no successful studies have been published linking it to retail workers

in the retail Industry in Sri Lanka. Especially, If have exist many research outcomes on large scale enterprises in Sri Lanka, there is not enough research findings on small scale industries and on small retails enterprises. The retail industry influences strongly to the citizens' life pattern in Sri Lanka than many other industries. Most of time, people depend on the retail enterprises, when they are satisfying their needs and wants. Hence, the retail enterprises may link with producers, intermediaries and final consumers. Further retail enterprises utilize much more scarce resources and exceeding everywhere in the country but most of them have not maintain efficient and effectiveness. In other word, retail enterprises influence to all areas of the economy and they consume much more resources in the country. Unfortunately most of them have less possibility to maintain good relationship among combined parties. Different reasons such as lack of technology, managerial skills, resources, skilled labors, government intervention, and research on retail enterprises have been identified on this issue by the schools and practitioners. But they have ignored employees' satisfaction and related factors in this sector. In this research paper tried to identify job

satisfaction as an important reason with respect on the employees in retails industry. Further influencing degree of factors which had identified as influencing factors to job satisfaction in management literature were assessed through employees in retails enterprises. Because if many factors have been identified as satisfaction factors in large scale industries, which may not be assessed in retails enterprises satisfactorily. So, most of Owners and managers in retails enterprises use improper managerial concepts and techniques to satisfy their employees. It has strongly influenced to deteriorate the human side of this sector. In general, many people of the work force in the country employed in retails enterprises. Unfortunately, most of educated people do not like seek their future job opportunities in small retails enterprises due to owners and managers have failed to maintain their employees' satisfaction. Especially Goodwill of these enterprises has been decreasing. So, large level retail enterprises such as Super Markets have been populating. If they may maintain satisfactory work forces, unemployed graduates may seek job opportunities in this sector and it may influence to develop good relationship with they deal in the country. On the other hand, Retails enterprises have been spread everywhere in the country without concerning urban or rural but many of them can not be maintained as the stable units. "Although small and medium scale enterprises play an important role in every country, its failure rate is high as 30%; Sri Lanka it is about 70% (Buddhadasa, 1992 as quoted in perera and Alwis, 2005). So if they can have maintain successfulness of this sector which will address to resolve many problems such as unemployment, resources utilization, supply of inputs to large organizations, pushing to exporting and so on in the country. Then, retails enterprises may influence strongly to the development of Sri Lanka.

Litreature Review

In this section, pertinent literature on influencing factors and job satisfaction was reviewed and various factors related to satisfy people in any organization were identified in management literature. Further job Satisfaction was summarized toward business organizations. Employee job satisfactions contribute significantly to the success of organizations. Therefore, Job satisfaction is considered the most often researched organizational variable in the organizational behavior literature (Blau, 1999; Kiechel, 1989). Job satisfaction is typically construed either as an affective or emotional attitude of an individual towards his or her job (James and Jones, 1980) or a

general attitude towards a job and some particular aspects of it (Knoop, 1995) or fulfillment or gratification of certain needs that are associated with one's work" (Hopkins, 1983, p. 7 as quoted in Lambert 2008). It is basically the degree that a person likes his/her job (Spector, 1996). Higher levels of job satisfaction have been found to be associated with greater support for rehabilitation and compliance with organizational rules (Fox, 1982). Conversely, low levels of job satisfaction have been found to be related to burnout, absenteeism, turnover intent, and turnover (Byrd et al., 2000). Organizational commitment is a bond that the employee has with his/her organization.

There are three generally accepted dimensions to job satisfaction, first is job satisfaction is an emotional response to a job, second is job satisfaction is often determined by how well outcomes meet or exceed expectations, third is job satisfaction represents several related attitudes, (Luthans, 2002) So it cannot be seen but it can only be inferred. Job satisfaction is the positive emotional state because of the perceived appraisal of one's work. This perception of satisfaction depends on the intrinsic and extrinsic properties of the job and characteristics of the individual employee (Kalleberg, 1977). Job characteristics theory (Hackman and Oldham 1976) had identified that skill variety, task identity task significance, autonomy and job feedback are core characteristics. Further job satisfaction is consistent as summarized by a meta analysis conducted by Fried and Ferris (1987). On the other hand Factors related to job satisfaction are categorized as Extrinsic and intrinsic factors. Extrinsic factors such as company policies, administration, supervisor, relationship with supervisor, working conditions, salary, and relationship with peers, personal life, relationship with subordinates, status and security and intrinsic factors such as achievement, recognition, work itself; responsibility, advancement and growth were identified with satisfaction by Herzberg (Robins, 2005). Intrinsic and extrinsic factors are influenced differently with workers. According to Herzberg, Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction (Robbins 2005). Workers in an organization need different factors to satisfy. "The supervisors in this study generally ranked good wages, job security, promotion, and good working conditions as the things workers want most from their jobs. (Hersey, Blanchard and Johnson-1998). Literature explores that there are various factors related to job satisfaction or dissatisfaction may be generated in individuals mind

from degree of supplying factors by organizations. Satisfaction influences strongly to organizational performance. Employee satisfaction has been an area examined by business and communication Scholars primarily because satisfaction has been positively related to job performance (Gruneberg, 1979). The most common factors leading to worker stress and dissatisfaction are those emanating from the nature of the job itself, within which interpersonal relationships between employees and supervisors take place (Barnett & Brennan, 1997; Rodwell, Kienzle, and Shadur, 1998). According to Korte and Wynne (1996), a deterioration of relationships in organizational Settings resulting from reduced interpersonal communication between workers and supervisors negatively influences job satisfaction and sometimes leads to employees leaving their jobs. Job satisfaction can be perceived by various ways; many studies have shown that older workers are more satisfied than younger worker. This difference may be attributed to better adjustment at work, better conditions and greater rewards at work (Birdi et al., 1995). Financial reasons are the single most important reason (40%) for doing a job and if do benefits include, then financial reason are increased (53%) and Further they identified that advancement, autonomy, caring boss, company philosophy, Fringe benefits, improved communication with boss, job status, monetary compensation, more responsibility, non-isolation, team work with co-workers, work recognition, work schedule and working conditions as the needs of employees. (Hersey, Blanchard and Johnson, 1998).

Conceptual Framework of the Study

The framework for the study is shown in Figure 1. It includes factors identified in management literature under the sub factors by dividing demographic ,controllable, uncontrollable and attitudinal factors and Job satisfaction is determined from influencing of

those factors which shown in the figure below.

Positions, age, gender, educational levels, married status, and children, distance to organization and type of coming to works are included under the demographic. Relationship between salaries and providing efforts by worker to organization, levels of influencing power of the respondent to the decisions getting by organization, respondent skills to influence for organizational day to day effectiveness, were included under the controllable factors. Salaries, benefits, bonuses and its frequencies, activities have to do in the organization, flexibility in the work hour, physical environment, opportunities to promotion in the organization, safety in the job, Opportunity to learn latest technology in organizations, opportunity to work in projects on respondent's option, Opportunity to train with organizational sponsors, were included with uncontrollable factors. Respecting received from respondent's boss, and positive contribution of respondent's boss for him career development, Communication with respondent's immediate boss, respect received from respondent's boss, managerial skills of respondent's boss, total relationship with respondent's immediate boss, relationship with respondent's peers, total satisfaction of respondent's about organization and job, amount of leading to the branch effectiveness by immediate boss, boss's communication levels with subordinators, appreciating levels of respondent's boss for good works and leadership skills of respondent's boss were included under the last sub attitudinal factor. Workers attitudes on job satisfaction were measured using six point Likert scale ranging from 0(not relevant) to 6 (strongly agree). Data analysis was achieved through modern statistical methods with the SPSS package. The sample of the study represented small scale retailers in Matara District. The retailing in the District is still in its growth stage and undergoes a steady change. The retailers

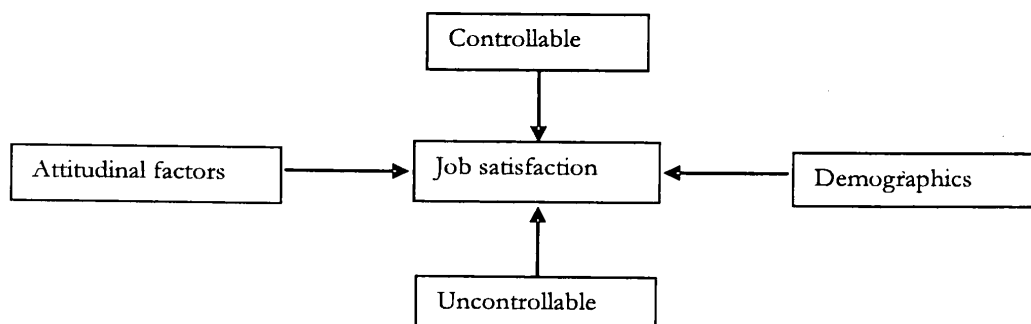


Figure 1. A model of the antecedents of job satisfaction

move slightly from traditional grocers to convenience stores by providing a broad range of products to the customers in their market area. Accordingly, the retailers in the area provide a considerable amount of products to the customers. Even though, a limited number of super markets are being operated in the area, the majority of middle and low income customers are attracted to the regional retail stores in the area. Therefore, small scale retailers were selected as the sample of the study. The answers of the forty (40) respondents which were selected from convenient method in Matara District towards the factors were interpreted using the mean value, Standard Deviation and graphs. The selection of the respondents and the number of respondents were considered reasonable due to two main reasons. First, the small scale retailers in the province are homogeneous to a greater extent, and second, the nature of their work and job related dimensions do not differ among respondents in different areas in the region. Therefore, sample size 40 was considered as sufficient for the analysis. T-test, F-test and correlations were used to identify the influencing power of demographic factors and influencing power of identified factors.

Results and Discussion

Identifying of the Influencing factors to job satisfaction in retail enterprises is more valuable in Sri Lanka. Retail enterprises combined with all areas of any economy. Unfortunately, there are no significant researches outcomes on retail industry in Sri Lanka. Demographic, controllable, uncontrollable and attitudinal factors with job satisfaction were discussed in this Unit.

Demographics

Gender is most important to determine the job satisfaction among the workers in any Organization. The Table 1 was indicated the results of Gender and t-test. There is no significant difference between Male and Female ($p > 0.05$). So, factors related to job satisfaction in retail industry do not influence differently on Men and Women. Details indicate by the following Tables.

Marital Status

Workers do not demand same needs to satisfy from their Jobs. Marital status may influence to workers' differ from their satisfaction. The Table 2 was indicated the results of marital status and t-test. According to these results, there is no significant difference between married workers and unmarried workers ($p > 0.05$). If has minor deference, the factors related to job satisfaction on marital status in retail industry are not influence differently on the married and unmarried respondents. Details indicate by the following Tables.

Position

Sum of squares were indicate in the Table 3 and mean values between groups (1.0). Further the results of F test indicates ($p > 0.05$) that there is no significant difference on overall satisfaction and Positions

Education

The results on F test have been shown in Table 4. According to this result, there is no significant difference ($p > 0.05$) between groups on the educational levels. Most of them have considered given factors as motivational factors.

Table 01. Means, Standard Deviations and t-value based on Gender

		Mean	Std.Deviation	t-value	df	Sig.
Overall Job Satisfaction	Male	4.9286	1.14114	-0.678	14	0.509
	Female	5.50	0.70711			

Source: Survey Data 2009

Table 02. Means, Standard Deviations and t-value based on Marital Status

		Mean	Std.Deviation	t-value	df	Sig.
Overall Job Satisfaction	- Male	4.80	1.22927	-0.939	14	0.364
	- Female	5.3333	0.81650			

Source: Survey Data 2009

Table 3. Overall Job Satisfaction based on Job Position

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	6.571	4	1.643	1.581	.247
Within Groups	11.429	11	1.039		
Total	18.0	15			

Source: Survey Data 2009

Table 4. Overall Job Satisfaction based on Education

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	6.40	3	2.133	2.207	.140
Within Groups	11.60	12	.967		
Total	18.0	15			

Source: Survey Data 2009

Age

Age effects strongly to job satisfaction. The results of F test indicate no significant deference ($p > 0.05$) between age and satisfaction. So all respondents have concerned given factors as satisfying factors. Details indicate in Table 5.

Controllable

Three factors were included with controllable factor and Organizations can influence to change these factors. Good relationships can not be identified Salary and the Productivity of the Job Done. The results show that no significant difference ($p > 0.05$) this sub factor and satisfaction. It is same to the Ability to

Influence Decisions Relevant to You. Poor relationship can be identified with Ability to Influence Daily Success of the Business. But the results show that no significant difference ($p > 0.05$) between the sub factor and satisfaction as Table 6 denoted

Attitudinal Factors

Seven sub factors were included with attitudinal factors. Results were indicated in Table 7. Good relationship can not be identified between these sub factors and job satisfaction. Results shows poor relationship and significant deference ($p > 0.05$) can not be seen between them. Hence, these factors cannot be used to satisfy the respondents in this Sector.

Table 5. Overall Job Satisfaction based on Age

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	16.5	11	1.5	4.0	.096
Within Groups	1.5	4	.375		
Total	18.0	15			

Source: Survey Data 2009

Table 6. Correlation between Sub Factors and Overall Job Satisfaction

Overall Job Satisfaction	Pearson Correlation	Sig.
Salary and the Productivity of the Job Done	.241	.134
Ability to Influence Decisions Relevant to You	.253	.115
Ability to Influence Daily Success of the Business	.331*	.037

* Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data 2009

Table 7. Attitudinal Factors and Job Satisfaction

Overall Job Satisfaction	Pearson Correlation	Sig.
Communication with Immediate Boss	.258	.108
Respect Received from Immediate Boss	.209	.195
Managerial Skills of Immediate Boss	.105	.517
Active Contribution of Immediate Job on Career Development	.000	1.000
Overall Relationship with the Immediate Boss	.056	.731
Relationship with Colleagues	.014	.933
Relationship with Customers	.144	.376

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data 2009

Table 8. Uncontrollable Factors and Job Satisfaction

Overall Job Satisfaction	Pearson Correlation	Sig.
Satisfaction On Salary	0.052	0.749
Satisfaction on Benefits	-0.191	0.238
Amount and Frequency of Bonuses	-0.200	0.215
Work Load	0.445**	0.004
Flexibility in the Working Hours	0.620**	0.000
Physical Environment	0.404**	0.010
Opportunities for the Promotions	-0.018	0.914
Job Security	0.258	0.108
Opportunity to Use Latest Technology	0.269	0.093
Opportunity to Work in Preferred Projects	0.267	0.096
Participation in Training Programs Under Organization's Sponsorship	0.259	0.107

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: survey data 2009

Uncontrollable

Eleven sub factors were included to identify the satisfaction. Relationships and significant of them are differ. Significant deference ($p > 0.05$) can not be seen Salary and satisfaction, Satisfaction on Benefits, Amount and Frequency of Bonuses, Opportunities for the Promotions, Job Security, Opportunity to Use Latest Technology, Opportunity to Work in Preferred Projects, Participation in Training Programs Under Organization's Sponsorship. But Strong relationships can be identified with Work Load, Flexibility in the Working Hours and Physical Environment. Results shows that significant are higher ($p > 0.05$) with these sub factors. So these factors have influence to the workers satisfaction.

Conclusion

This research study was focused to assess factors influenced to job satisfaction in the small retails enterprises. To measure influencing power of the given factors in the terms of job satisfaction, the factors were divided into Demographic, Controllable,

Uncontrollable and Attitudinal with experience getting from the literature. Twenty seven sub factors were included under the main factors to assess influencing power to the job satisfaction of retails workers. In that sense, it attempted to identify influencing power to the job satisfaction. Accordingly, the primary objective of the study was to assess factors influenced to job satisfaction through no supervisory positions with lower status, hence, the above categorized factors were used as they are significantly influencing to job satisfaction of retails workers.

Accordingly, it can be concluded that Demographic, controllable, attitudinal and uncontrollable factors were not influenced highly to the job satisfaction but three sub factors included under the uncontrollable such as Work Load, Flexibility in the Working Hours, Physical Environment were influenced highly to job satisfaction of the retails workers. To satisfy workers in this industry, the Owners and managers should attempt to overcome identified weaknesses and should develop job satisfaction of workers in this industry and to do it, Owners and managers should develop fair work lord,

flexibility in working hours and attractive physical environment with their enterprises.

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