## THE ROLE CONFLICT, ROLE AMBIGUITY AND JOB SATISFACTION: PERCEPTION ON CARGILLS FOOD CITY EMPLOYEES



### ALEXANDER NIROSHA



# DEPARTMENT OF MANAGEMENT FACULTY OF COMMERCE AND MANAGEMENT EASTERN UNIVERSITY, SRI LANKA

2018

#### **ABSTRACT**

Cargills Food City is hand downs, Sri Lanka's modern retailer. The retail operation of the group are executed Cargills Food City wherein IFC holds an equity stake of 8%. There are more than 315 Cargills Food City outlets are operated across all 25 districts of Sri Lanka.

In Sri Lanka context, there is lack of studies deals with role conflict, role ambiguity and job satisfaction. It is very difficult to find any studies related to supermarkets specially Cargills Food City managers and assistant managers. So there is an empirical knowledge gap exists in the Cargills Food City employees role conflict role ambiguity and job satisfaction. Hence, this study conduct to fulfill this empirical knowledge gap.

The objectives of this study are to identify the level of role conflict, role ambiguity and job satisfaction among Cargills Food City managers and assistant managers and to explore the relationships among role conflict, role ambiguity and job satisfaction of them. To achieve these objectives, the target population was considered as managers and assistant managers of 75 Cargills Food City Outlets in Colombo district. Data were collected from 143 managers and assistant managers of these 75 outlets by using questionnaires. The collected data were analyzed by using descriptive and correlation analyses.

The findings shows that the levels of role conflict and role ambiguity are high level and job satisfaction is low level among selected Cargills Food City managers and assistant managers. On the other hand, the relationship between role conflict and job satisfaction is medium negative relationship and between role ambiguity and job satisfaction also medium negative relationship among the managers and assistant managers in the selected Cargills Food City. These findings are useful to reduce and eliminate the role conflict and role ambiguity and to increase job satisfaction of managers and assistant managers.

Keywords: Role Conflict, Role Ambiguity, Job Satisfaction, Cargills Food City, Managers and Assistant managers.

### TABLE OF CONTENTS

rage No.	
ACKNOWLEDGEMENT I	
ABSTRACTII	
TABLE OF CONTENTSIII	
LIST OF TABLESVIII	
LIST OF FIGURESIX	60
ABBREVIATIONX	
Chapter 1 - INTRODUCTION	
1.1 Background of the Study1	
1.2 Research Problem/Research Gap2	
1.3 Research Questions4	-
1.4 Research Objectives4	ŀ
1.5 Significant of the Study	ļ
1.6 Scope of the Study	1
1.7 Organization of Chapters	5
1.8 Chapter Summary	5
Chapter 2 - LITERATURE REVIEW 7-20	6
2.1 Introduction	7
2.2 Role Conflict	7
2.2.1 Role	7
2.2.2 Organizational Role Theory	8
2.2.3 Conflict	9
2.2.4 Conflict Style	9
2.2.5 Role Conflict1	1
2.2.6 Role Model1	
2.3 Role Ambiguity1	5

2.4 Characteristics of Role Conflict and Role Ambiguity					
2.4.1 Model of factor involved in Role Conflict and Role Ambiguity17					
2.5 Job Satisfaction					
2.5.1 Factors influence on Job Satisfaction					
2.5.1.1 Nature of work					
2.5.1.2 Supervision					
2.5.2.3 Co-workers					
2.5.2.4 Work Itself					
2.6 Relationship between Role Conflict and Job Satisfaction					
2.7 Relationship between Role Ambiguity and Job Satisfaction					
2.8 Relationship among Role Conflict, Role Ambiguity and Job Satisfaction23					
2.9 Empirical Findings/Studies in Connection of the Research Question and					
Objectives24					
2.10 Hypothesis on this Study24					
2.11 Formation of Conceptual Model25					
2.12 Research Gap25					
2.13 Chapter Summary26					
Chapter 3 - CONCEPTUALIZATION AND OPERATIONALIZATION 27-31					
3.1 Introduction	-				
3.2 Conceptualization27	1				
3.3 Conceptual Framework	1				
3.4 Definition of Key Concept and Variables	3				
3.4.1 Role Conflict	3				
3.4.2 Role Ambiguity29	)				
3.4.3 Job Satisfaction	)				
3.5 Operationalization	)				
3.6 Chapter Summary	1				

Chapter 4 – RESEARCH METHODOLOGY	32-40
4.1 Introduction	32
4.2 Research Philosophy	32
4.3 Research Approach	33
4.4 Research Strategy	33
4.5 Time Horizon	34
4.6 Type of Study	34
4.7 Data Collection Methods	35
4.8 Population & Sample Size	36
4.9 Methods of Data Analysis	36
4.9.1 Reliability and Validity Analysis	36
4.9.2 Univariate Analysis	37
4.9.3 Bivariate Analysis	38
4.9.3.1 Correlate Analysis	38
4.9.3.2 Testing Hypothesis through Correlation Analysis	39
4.10 Chapter Summary	40
Chapter 5 – DATA PRESENTATION AND ANALYSIS	41-51
5.1 Introduction	41
5.2 Reliability Analysis	41
5.3 Data Presentation for Personal Information	42
5.3.1 Frequency Distribution of Gender	42
5.3.2 Frequency Distribution of Age	43
5.3.3 Frequency Distribution of Educational Qualification	43
5.3.4 Frequency Distribution of Experience	44
5.3.5 Frequency Distribution of Designation	44
5.3.5 Frequency Distribution of No. of Employees in the Outlet	45
5.4 Data analysis for Research Information	45

	5.4.1 Univariate Analysis	45
	5.4.1.1 Level of Role Conflict of Managers and Assistant Managers at Ca	
	Food City	46
	5.4.1.2 Level of Role Ambiguity of Managers and Assistant Managers at Ca Food City	
	5.4.1.3 Level of Job Satisfaction of Managers and Assistant Managers at Conference of City	
	5.4.2 Bivariate Analysis	49
4	5.5 Testing of Hypothesis	50
	5.6 Chapter Summary	51
Ch	napter 6 – FINDINGS AND DISCUSSION	52-57
(	6.1 Introduction	52
(	6.2 Discussion about Personal Information	52
	6.2.1 Gender	52
	6.2.2 Age	52
	6.2.3 Education	53
	6.2.4 Experience in the Current Position	53
	6.2.5 Designation/Job Position in the Company	53
	6.2.6 Number of Employee in the Outlet	53
(	6.3 Discussion: Objective One	53
	6.3.1 Level of Role Conflict and its Indicators	54
	6.3.2 Level of Role Ambiguity and its Indicators	54
	6.3.3 Level of Job Satisfaction and its Indicators	55
(	6.4 Discussion: Objective Two	55
	6.4.1 Relationship between Role Conflict and Job Satisfaction	56
	6.4.2 Relationship between Role Ambiguity and Job Satisfaction	56
(	6.5 Chapter Summary	57

Chapter 7 - CONCLUSION AND RECOMMENDATIONS 58-63		
7.1 Introduction	58	
7.2 Conclusion	58	
7.2.1 First Objective of the Study	58	
7.2.2 Second Objectives of the Study	60	
7.3 Contribution of this Study	60	
7.4 Recommendations and Direction for Future Studies	61	
7.5 Limitation of the Study	63	
LIST OF REFERENCES	64	
APPENDIX - A	76	
APPENDIX – B	78	
APPENDIX - C	78	
APPENDIX – D	80	
ADDENDIY F	83	