

Interpersonal Conflict and Job Satisfaction: A Comparative Study on Workers of Grocery Shop and Super Shop

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Abstract:

Background: There are two key types of shops operating in Bangladesh: grocery shop and super shop. The employees of these shop are free of government intervention. These two types of shops provide different patterns of facilities, working conditions of the workers. The workers' education level differs at various levels of hierarchy in super shops while all the workers in the grocery shops are somewhat similar. So, it is expected that, interpersonal conflict and job satisfaction of the workers would be different. The present study attempts to find out whether differences in interpersonal conflict, job satisfaction exist in grocery shop and super shop.

Materials and Methods: The sample of the present research consisted of 50 employees. 50 samples were collected by way of purposive sampling technique from two different sources. 25 participants were selected from Grocery shops and remaining 25 were selected from Super shops in Dhaka city. The age ranges of the respondents were from 20 to 53 years. The instruments used to conduct the study were: Inventory of interpersonal problem ("IIP") and Job satisfaction scale ("JSC").

Results: The mean scores of interpersonal conflicts in grocery shop and super shop employers were found to be 148.00 and 109.96 respectively. The mean scores for job satisfaction in grocery shop and super shop employers were 53.04 and 64.60 respectively. The result reveals that there was a significant negative correlation ($r = -.31^*$) between interpersonal conflict and job satisfaction. The test statistics for interpersonal conflict ($t = 6.91$) and job satisfaction ($t = -3.48$) are both statistically significant at 5% degree of significance. So, it implies that the difference between interpersonal conflict and job satisfaction of super shop workers and grocery shop workers is statistically significant.

Key Word: Interpersonal Conflict; Job Satisfaction

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I. Introduction

Conflict is part and parcel of every relationship and may emerge in any environment where two or more people collaborate¹. The interaction between two or more individuals expressed by the scuffle or confrontation due to the difference of values, opinions and beliefs², education, training, cultural background, experience³ define conflict. Conflict in the workplace is rather commonplace; in today's society, workplace without labor disputes is non-existent. When conflict is properly managed, it can foster ingenuity, originality and bring satisfaction to all parties involved⁴.

Several studies have stated that interpersonal conflict has been linked to poor work-place attitude and job dissatisfaction, negative emotion, organizational commitment, emotional exhaustion and turnover intentions^{5,6,7,8}. Demsky noted that interpersonal conflict was related to lower satisfaction with life, work satisfaction and greater burnout⁹.

Job satisfaction is important for ensuring the growth of any organization. For many years now, employee satisfaction comprised a key area of research among industrial and organizational psychologists. Job satisfaction commands great importance in the wellbeing of the employees and help them reach their full potential. Employees who are satisfied are prone to be loyal to their organization and continues to work through thick and thin. Ivancevich, et. noted that job satisfaction is the state that a worker has of the feeling of how well he or she is in an organization¹⁰. Satisfied employees barely think about leaving their current job and it is vital to secure higher income for a particular organization. Lawler defined job satisfaction as a person's emotional reaction to his or her total job role¹¹. Kallerberg also noted that job satisfaction refers to a general affective orientation of individuals towards the job roles they currently occupy¹². According to Yildiz and Zeffane, job satisfaction is one of the most debated topics in the areas of organizational behavior and human resource management^{13,14}. Ali defined job satisfaction as the pleasant emotional state that results from evaluating one's work as the achievement or facilitation of the achievement of their job value¹⁵.

Retail in Bangladesh: Retail trade in Dhaka City has an important role. It is key employment generating sector, which is flourishing rapidly. According to Siddiqui, et.al., there are five types of retail stores in Bangladesh: (1) Roadside stores (traditional and unstructured), (2) Convenience stores (traditional and unstructured), (3) Municipal corporate markets (traditional and unstructured), (4) Supermarkets (Organized and Structured), and (5) Superstores (Organized and Structured)¹⁶. These hypermarkets offer close to 20,000 products with a primary focus on food, including a wide variety of fish, meat, vegetables, fruits, baked goods, dairy products, and groceries¹⁷. Furthermore, Bangladeshi retail stores also supply household, personal care, and miscellaneous products^{16,17}. Per BSOA (Bangladesh Supermarket Owners Association), retail chain stores in Bangladesh achieve annual sales growth of 15% to 20%; the annual turnover of large stores is now about 15 thousand million BDT¹⁷. Organized retailers in Bangladesh face a gamut of challenges in acquiring and retaining good employees^{18,19,20}. Many employees often complain that they have no financial incentives or rewards; they define themselves as underpaid and one of the consequences of this can be defined as a lack of motivation^{19,20}. Some employees behave like superiors and often do not cooperate with clients¹⁹. Therefore, the present study is important in unearthing this phenomenon further.

Objectives of the present study:

The objectives of this present study are:

- To investigate whether job satisfaction differs by employees of grocery shop and super shop.
- To investigate whether interpersonal conflict differs by employees of grocery shop and supper shop.
- To examine the relationship between interpersonal conflict and job satisfaction.

II. Material And Methods

Subjects & selection method: The study population of the present research consisted of 50 employees. 50 samples were selected by purposive sampling technique from two different sources. 25 were collected from grocery shops and 25 were collected from super shops in Dhaka city, Bangladesh. The age ranges of the respondents were 20 to 53 years.

Study Design: In this research, the cross-sectional survey design is followed.

Measuring Instrument:

Job satisfaction scale was developed by Brayfield and Rothe²¹. This scale consists of 18 items with five responses i.e., strongly agree, agree, undecided, disagree and strongly disagree. The scale contains 9 positive and 9 negative items. The score for each positive item ranged from 5 to 1 for “strongly agree”, “agree”, “undecided”, “disagree”, and “strongly disagree”. The score was reversed for the negative items (i.e., from 1 to 5) for “strongly agree” to “strongly disagree”. The maximum possible total score for a respondent was 90, while the minimum was 18. The higher score on the scale indicates higher job satisfaction and vice-versa. Split-half reliability coefficient of the scale was found to be 0.87. The original Brayfield Rothe job satisfaction scale was adapted in Bangla by Khaleque which was found to have a concurrent validity of 0.63 with Job Description Index (JDI)²².

Interpersonal conflict was measured by Inventory of Interpersonal Problem (IIP). The original inventory consists of high level of test-retest reliability ($r = 0.56 - 0.76$) and high external validity²³. The correlation between IIP-64 and Beck Depression Inventory II was found from 0.33 to 0.48. The original scale was adapted in Bangla by Uddin and Salim²⁴. Correlation between the Bengali and English version was highly significant ($r = .902, p < .05$). The scoring of the Inventory of Interpersonal Problem (IIP) was in Likert format. All items of the inventory were complied with five options. Respondents rate how distressed they have been by each problem on a 0 (not at all) to 4 (extremely) scale. Total score for any individual is obtained from summation of the scores of all items. Here high score indicates high interpersonal problems and low score indicate low interpersonal problem.

Procedure methodology:

For main data acquisition, standard data collection procedure was followed to collect the data from participants. For collecting proper information from participants, at first, permission was taken from concerned authority to collect data, rapport was established with participants. After establishment of rapport, the participants were told the objectives of the study and also assured them the confidentiality of the responses. After that, the respondents were requested to fill up personal information fields. When the personal information fields were filled up, the booklet containing the two scales in Bangla were given to them. Once the respondents went through the instructions given on the front page of the booklet, the respondents were told to start the task as soon as possible. After the respondents completing the task according to the instructions, the inventory booklets were collected from the respondents. After collecting information, respondents were thanked for their cooperation in the study.

Statistical analysis:

Data were analyzed using SPSS version 20. According to objectives of the study the results have been presented into two parts. In the first part, mean and standards deviations were reported in Table 1 and Table 2. In

second part, independent sample t-test was carried out to investigate whether job satisfaction and interpersonal problem differ by employees of grocery shop and super shop.

III. Result

For the purpose of testing the research hypothesis, both descriptive and inferential statistical techniques were applied. The results derived from such application are presented in table 1 to table 3 below.

Table no 1: Mean and Standard Deviation of interpersonal conflict and job satisfaction

Variable	Establishment type	N	Mean	Standard Deviation
Interpersonal Conflict	Grocery shop	25	148.00	10.186
	Super shop	25	109.96	25.571
Job Satisfaction	Grocery shop	25	53.04	15.057
	Super shop	25	64.60	7.024

As shown in the table 1, the mean scores of interpersonal conflicts in grocery shop and super shop employers were 148.00 and 109.96 respectively. And the mean scores for job satisfaction in grocery shop and super shop employees were 53.04 and 64.60 respectively.

Table no 2: Correlation between interpersonal conflict and job satisfaction among the studied group (n = 50)

Variables	1	2
1. Interpersonal conflict	-	
2. Job Satisfaction	-.314*	-

Note: * indicates that correlation is significant at the 0.05 level (2-tailed)

The results presented in Table 2 indicate negative correlation among interpersonal conflict and job satisfaction.

Table no 3: comparison of job satisfaction and interpersonal problem among grocery shop and super shop employees

Variable	t	df	p
Interpersonal conflict	6.91	48	.000
Job satisfaction	-3.48	48	.001

The test statistics of interpersonal conflict ($t = 6.91$) and job satisfaction ($t = -3.48$) are both statistically significant at 5% of degree of significance. The p -values are also lower than the level of significance (2.5% for each tail).

IV. Discussion

The present study was designed to verify the three research objectives. In order to measure the variables of the present study, two questionnaires (Job satisfaction scale & Inventory of Interpersonal Problem) were applied on 25 grocery and 25 super shop employees who were selected from different areas in Dhaka city by following purposive sampling techniques. For the purpose of testing the research objectives, both descriptive and inferential statistical techniques were applied. The obtained data were analyzed by applying independent sample t-test to investigate whether interpersonal conflict and job satisfaction differ by employees of grocery shop and super shop. Also, Pearson Product Moment method is carried out to determine the correlation coefficients among variables. The results indicated that the mean scores of interpersonal problems in grocery shop and super shop employees were 148.00 and 109.96 respectively. Also, the mean scores for job satisfaction in grocery shop and super shop employees were 53.04 and 64.60 respectively. From this result, it can be concluded that super shop employees have lower interpersonal conflict and higher job satisfaction than grocery shop employees. The result of t-test revealed that interpersonal conflict ($t = 6.91$) and job satisfaction ($t = -3.48$) were both statistically significant at 5% level. That means interpersonal conflict and job satisfaction differ by employees of grocery shop and super shop. The result also revealed that there was a significant negative correlation between interpersonal conflict and job satisfaction. This finding was supported by Jehn et. al.²⁵. They suggested that when there is low interpersonal conflict, there is high performance, high personnel job satisfaction and increased productivity. This result was also consistent with the research findings of Mageda et. al.²⁶ They found a significant negative correlation between interpersonal conflict and job satisfaction among nurses. Therefore, this study should receive attention of the policy makers and practitioners to motivate employees of retail sectors in particular. We can conclude from this study involving grocery shop and super shop employees that it is necessary to fulfill their needs and to take care of their convenience to ensure job satisfactory and lower interpersonal conflict levels.

V. Conclusion

Since the result of the study identifies statistically significant difference between interpersonal conflict and job satisfaction of grocery and super shop employees, it calls for further scrutiny by I/O psychologists to determine the underpinning drivers of such divergence.

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