



FACTORS INFLUENCING JOB SATISFACTION OF OPERATIONAL LEVEL EMPLOYEES, WITH SPECIAL REFERENCE TO SUPERMARKETS IN COLOMBO, SRI LANKA

K.A.S. Dilmika^{1}, K.L.S. Wijethunga², K.G.L. Chamuddika³ and H.A.C. Harshana⁴*

¹*Business Controlling ODEL.PLC, Sri Lanka*

²*Operations Manager, Uber Technologies, Inc.*

³*Faculty of Criminal Justice, General Sir John Kotelawal Defence University, Sri Lanka*

⁴*United Nations, Sri Lanka*

In Sri Lanka, the supermarket industry comprises a chain of 3,000 stores employing approximately 25,000 workers who typically operate from 7 am to 11 pm, with some locations open 24/7, accommodating day, evening, night, and double shifts. This study investigates the factors affecting job satisfaction among shift workers in supermarkets in Nugegoda, Maharagama, and Boralesgamuwa, Sri Lanka. It seeks to identify how shift types, gender, and work experience influence these employees' job satisfaction and work-life balance. Participants are working in Kells (37), Cargils (19), Glowmark (32), and Spar (8) supper market chain in Nuegoda, Maharagama, and Boralesgamuwa areas in Colombo district, Sri Lanka. Simple random sampling and cluster sampling were utilized to select the sample. The study sample was 96 persons, including 47 females and 49 males, all in the 18 to 45 age range. Google Forms and questionnaires were used as primary data collection. Based on the analysis of the Chi-square results, job satisfaction and gender were significantly different. According to the One-way ANOVA test, industrial work experience level and job satisfaction significantly differ, according to the One-way MANOVA test, which workplace type of shifts, job satisfaction, Stress levels, and work balance have significantly differed in the supermarket industry. Poor literacy, lack of industrial training and system handling, customer insecurity, flavarissime, the impact of the constitutional framework, fear of harassment, work lord, high management, organization attitude, and rules in the business industry due to their work shift were the main identified reasons for the exclusivity of these super markers in the business industry. The research suggests restructuring and modifying industrial training and workshops, fair distribution of shifts, opportunities for skill development, health and well begin consideration, adequate rest time, and implementing predictable rotation.

Keywords: supermarkets, work balance, shift workers, job satisfaction, predictable rotation.

*Corresponding Author: k.a.shehahndilmika@gmail.com



FACTORS INFLUENCING JOB SATISFACTION OF OPERATIONAL LEVEL EMPLOYEES, WITH SPECIAL REFERENCE TO SUPERMARKETS IN COLOMBO, SRI LANKA

K.A.S. Dilmika^{1}, K.L.S. Wijethunga², K.G.L. Chamuddika³ and H.A.C. Harshana⁴*

¹*Business Controlling ODEL.PLC, Sri Lanka*

²*Operations Manager, Uber Technologies, Inc.*

³*Faculty of Criminal Justice, General Sir John Kotelawal Defence University, Sri Lanka*

⁴*United Nations, Sri Lanka*

INTRODUCTION

Supermarkets play a significant role in retail globally; the industry consists of about 3000 outlets in Sri Lanka, with 25,000 employees working in Supermarkets. A proposed shift structure to meet consumer demand might affect job satisfaction, stress, and work-life balance. Shift work globally has similar effects on retail workers: sleep disruption, increased stress, and poor job satisfaction, as was determined in the US, UK, and Australia. In the case of Sri Lanka, among other issues, low literacy, lack of experience, and insufficiency of management support prevail. The focus of this study on job satisfaction among shift workers falls under Nugegoda, Maharagama, and Boralessgamuwa, with a focus on the interaction effects of shift type, gender, and work experience among 96 employees across Keells, Cargills, Glowmark, and Spar Supermarkets. The supermarket industry in Sri Lanka consists of many employees who work in various shifts: day, evening, and night. While playing a critical role in keeping the operations uninterrupted, very little is known about what affects their job satisfaction and work-life integration. Furthermore, it has been presumed that gender, experience, and shift type are some of the factors that affect job satisfaction, but the degree of influence is unknown. Some signs of dissatisfaction included insufficient training, poor managerial practices, high stress levels, and unfair shift distributions. Factors contributing to job satisfaction among shift workers inform better management practices and policies. Recommendations from this study pertain to the restructuring of industrial training, distributive justice in relation to shifts, and the enhancement of job satisfaction. This improved quality of life for employees would further reduce cases of turnover in the supermarket sector, hence improving productivity.

METHODOLOGY

This will be a survey-based study on job satisfaction, work-life balance, stress levels, and basic demographics among supermarket workers in Sri Lanka. The survey design will help elicit the data from the sample representing the population at large, answering the research question on what factors impact job satisfaction. The present research work focuses on supermarket workers in Sri Lanka, mainly in the Colombo district. The reason for selecting this area is that, according to the Central Bank of Sri Lanka, this area has the highest population of supermarkets and workers by the Annual Report of the Department of Census and Statistics, 2023. The areas selected for this research include Nugegoda, Maharagama, and Boralessgamuwa, which represent busy schedules and a mixed workforce.

The target population includes employees in supermarkets of major chains such as Keells, Cargills, Glowmark, and Spar, to mention a few. With approximately 3000 outlets and 25000 employees in the industry, the sample size selected is 96 respondents, which breaks down into 47 females and 49 males aged 18–45. The sample distribution is Keells: 37 Cargills: 19 Glowmark: 32 Spa: 8. The questionnaires were administered online and physically to workers in the chosen areas. The retrieval of 101 responses was done through simple random sampling and cluster sampling, while there were



96 valid responses after data editing and cleaning. The questionnaire was the research instrument, including demographic information, shift details, stress levels, work-life balance, and job satisfaction, using a five-point Likert scale.

The primary data in this research was obtained from the questionnaire survey among supermarket workers in Nugegoda, Maharagama, and Boralessgamuwa. The secondary data was derived from the websites of the Central bank of Sri Lanka, the Department of Census and Statistics Sri Lanka, the 2023 Annual Report and website, the official websites and annual reports of Keells, Cargills, Glowmark, Spar, and the Labor Department of Sri Lanka. This comprehensiveness in the data collection mode will assure the research findings' accuracy and reliability.

Main Objective:

To Identify the factors influencing the job satisfaction of Operational level employees in supermarkets located in Sri Lanka.

Sub Objectives and Type of Analysis.

<i>Sub Objective</i>	<i>Type of Analysis</i>	<i>Used Tools</i>
To Identify If There Is a Gender-Based Difference in Work Satisfaction.	Inferential	Chi-Square
To Identify If There Is a Work Experience-Based Difference in Work Satisfaction.	Inferential	One-Way ANOVA
To Identify the Factors the type of Shift affects the difference in Job Satisfaction, Work Stress Levels, and work Balance.	Inferential	One-Way MANOVA

RESULTS AND DISCUSSION

Sub-Objective 01, To Identify the Gender-Based Difference in Job Satisfaction:

Table Number01. Independent Chi-Square Output

	Value	df	Sig (2 tail)
Pearson Chi-Square	113.145	2	0.087085
N Valid Cases	94		

Sources: Data Analysis Outputs, Survey.

According to the independent chi-square analysis, job satisfaction is tested against the gender variable. The sample includes 49 men and 47 women. Chi-square test results: $\chi^2 = 113.145$, $df = 2$, $p = 0.087$, indicate that at the 0.05 level of significance, there are no significant gender-based differences in job satisfaction; however, the trend is that male participants tend to be slightly more satisfied with their jobs.

Sub-Objective 02: Identify the Difference in Job Satisfaction Based on Work Experience in the Super Market Industry



Table Number 02. Post Hoc Test Result of Work Experience.

Comparison	Test Statistic	Std. Error	Sig.
Less than 3 months	20.023	10.440	0.055
3-6 months	39.100	9.113	<0.001
6-12 months	43.424	9.474	<0.001
1-2 years	-19.077	9.113	0.036
2-5 years	-23.401	9.474	0.014
Above 5 years	4.324	7.988	0.588

Sources: Data Analysis Outputs, Survey.

According to the test results, a one-way ANOVA was conducted to examine whether there were any differences in job satisfaction based on work experience in the industry. The normality of the data was confirmed with the Shapiro-Wilk test, while Leven’s test confirmed the equality of variances. The significance of the ANOVA results ($F = 2.314$, $p = 0.005$), indicated differences in job satisfaction among various work experience groups. Post hoc tests showed that workers with 3-6 months and 6–12 months of work experience reported higher job satisfaction as compared to other groups.

Sub-Objective 03: The Impact of Workplaces on Employee Stress Levels, Work Balance, and Types of Shifts Using One-Way MANOVA.

According to the test result, a one-way MANOVA was conducted to determine the effects of different workplaces on stress levels, work balance, and shift types of employees. Ninety-six employees working in four supermarkets were the subjects. Box's and Levine’s tests proved the homogeneity of covariance matrices and variance. The results indicated a significant difference across the different workplaces by MANOVA ($p < 0.001$). This, therefore, leads to specific differences between pairs of workplaces; notable differences were in aspects of stress, work balance, and shift type.

Table Number 03. Variables Mean Details in One Way MANOVA Test

Workplaces	Stress Levels Mean	Work Balance Mean	Shift Types Mean
Keells	60.2	59.27	11.21
Cargills	71.68	75.53	25.93
Glowmark	68.55	62.27	15.62
Spa	57.48	42.07	31.09

Sources: Data Analysis Outputs, Survey.

The results were all significant on the multivariate MANOVA tests, indicating that the place of work significantly affects the levels of stress, work balance, and shift types of employees. The post-hoc test showed specific differences between pairs of workplaces.

One-Way MANOVA Test Conclusion

The study, therefore, underlines that gender, work experience, and workplace environment significantly affect job satisfaction among workers in supermarkets in Sri Lanka. These findings underline the necessity of targeted interventions with regard to enhancing employee well-being and productivity. Further studies need to investigate the factors behind these differences in order to develop strategies to improve working conditions and job satisfaction in different settings.



CONCLUSIONS/RECOMMENDATIONS

This research thus shows that the two major factors that influence job satisfaction are work experience and gender. It also brought out the workplace environments that hinder or enhance the well-being of employees. One-way ANOVA showed significant differences in job satisfaction amongst the various categories of work experience ($p = 0.005$). Thus, workers with 3 to 6 months and 6 to 12 months of experience were more fulfilled than their peers with longer tenures. As such, organizations must design onboarding and professional development programs for employees at different stages of their careers to respond to their needs in an environment that increases satisfaction and reduces turnover.

Gender disparities were observed where males recorded higher mean values compared to females, implying that there is a call for workplaces to have gender-responsive policies. The organizations should, therefore, implement the policies on gender-sensitive evaluations and work on creating an inclusive work environment that fixes the issues specific to each gender and promotes a balance for improved job satisfaction. In the MANOVA analysis, there were significant differences between workplaces such as Keells, Cargills, Glowmark, and Spar concerning their stress, work balance, and shift categories. For example, stress levels were higher in Cargills and Glowmark than in Keells and Spar. Work balance scores were maximum in carbs and minimum in spar. Such variations would mandate employers to design interventions like stress management programs and flexible work arrangements. Improving shift scheduling and work-life balance initiatives would, therefore, further raise employee satisfaction and productivity.

The general implications of these findings underscore different approaches toward creating a better working environment for employee well-being and call for further studies to determine the causes of these differences.

REFERENCES

- Athukorala, P., & Jayasuriya, S. (2020). The Impact of Training on Job Satisfaction in the Retail Sector in Sri Lanka. *Colombo Journal of Business Studies*, 5(2), 23-35.
- De Silva, H., & Perera, K. (2018). Work-Life Balance and Job Satisfaction among Supermarket Employees in Colombo. *Journal of Management and Sustainability*, 8(3), 45-57.
- Fernando, R., & Samarakoon, L. (2019). Gender Differences in Job Satisfaction among Retail Workers in Sri Lanka. *Sri Lankan Journal of Human Resource Management*, 10(1), 1-12.
- Gunawardena, K., & Wickramasinghe, V. (2021). Shift Work and Its Impact on Employee Well-Being in the Sri Lankan Retail Sector. *South Asian Journal of Human Resources Management*, 8(1), 65-80.
- Jayasekara, S., & Rathnayake, R. (2022). Industrial Training and Employee Performance in Sri Lanka's Retail Industry. *Journal of Business and Retail Management Research*, 16(2), 30-42.
- Kotelawala Defence University. (2021). Impact of Shift Work on Employee Health and Job Satisfaction. General Sir John Kotelawala Defence University, Sri Lanka.
- Perera, S., & Nanayakkara, G. (2020). Employee Stress Levels in the Retail Sector in Sri Lanka. *Colombo Business Journal*, 11(2), 112-125.



Caruso, C. C., Hitchcock, E. M., Dick, R. B., Russo, J. M., & Schmit, J. M. (2004). Overtime and Extended Work Shifts: Recent Findings on Illnesses, Injuries, and Health Behaviors. National Institute for Occupational Safety and Health (NIOSH).

Li, J., & Pomeroy, H. (2019). Work Shift Patterns and Job Satisfaction in the Retail Sector: A Global Perspective. *Journal of Retailing and Consumer Services*, 51, 469-479.

Smith, C. S., Folkard, S., & Fuller, J. A. (2003). Shiftwork and Working Hours. In *Occupational Health Psychology* (pp. 163-183). American Psychological Association.

World Health Organization (WHO). (2018). Occupational Health: Stress at the Workplace. Retrieved from <https://www.who.int/news-room/q-a-detail/occupational-health-stress-at-the-workplace>

ACKNOWLEDGMENTS

We sincerely thank the management of ODEL PLC Sri Lanka, Uber Technologies Inc., General Sir John Kotelawala Defence University, and the United Nations Sri Lanka for their support. Special thanks to the study participants for their invaluable insights. We also appreciate the research team Dilmika K. A. S., K L S Wijethunga, K G L Chamuddika, and H A C Hashana for their dedication and expertise. Our thanks go to the reviewers and editors for their constructive feedback.