

## The Examination of the Role Conflict and Role Ambiguity on Job Satisfaction

*Hosein Vazifehdust and Amin Asadollahi*

Department of Business Management, Science and Research Branch,  
Islamic Azad University, Tehran, Iran

---

**Abstract:** The present research looks into the examination of the relationship between role conflict and role ambiguity on job satisfaction. The main issue of research is that some factors are effective on role conflict which can stimulate amount of customer orientation and job performance on salespeople and the question is that to what extent are they effective? The research method is survey and descriptive-causal which is collected by salespeople in Iran furniture market. The Sample size was considered 320 issues and among them 370 questionnaires has been distributed because of non-return and non-precision. The main variables of this research are including role conflict, role ambiguity and job satisfaction. The research result is shown that there is a significant relationship between the role conflict and job performance, job satisfaction. There is a positive relationship between the role conflict and job performance and job performance and job satisfaction and a negative relationship between the role conflict and role ambiguity.

**Key words:** Role Ambiguity • Role Conflict • Job Satisfaction • Average Variance Extracted • Composite Reliability • Convergent Validity • Discriminate Validity

---

### INTRODUCTION

Sell a subset of marketing, is selling termination marketing operations in a transaction but the beginning of a long term relationship with our customers. The formation of this relationship in the long run, lead to a permanent link be engineered with all the customers (both successful and unsuccessful) are required.

In order to sell products to customers, one of the methods available for retail sales of consumer goods is final. Provide more extensive services and advantages of this factor in order to be loyal customers. In fact, the queues and dealing directly with customers and among the first people who are customers are familiar with and able managers, needs to learn to satisfy them.

More services and greater benefits for customers and their customers provide in competitors markets. Provide more extensive services and advantages of this factor in order to be loyal customers. One important factor in providing these service vendors who provide services to the retail customers and the fact they are in line and deal directly with customers. The services provided by vendors often depend on their attitudes and behavior and

the responsibility of vendors their focus on customer needs, solve problems and get them to buy the loyalty of customers the role that retail outlets in the front of your customers are. But these retailers have another role in the management of the retail show. Managers responsible for formulating policy and retail strategy for sales and implementation of policies and strategies are the vendors are and why vendors are trying to work on your short-term goals such as Sales are also expected to meet their managers [1].

It seen in retail sales in the two roles has their own problems. On the other hand they must be accountable to their managers and the need to give the customer demands. Existing conflict between the roles of managers and customers is the difference in expectations, we stress that the vendors have some sort of "role stress" call. Surveys have shown that this type of stress on customer orientation vendors and job performance are effective and can reduce them [2].

Previous research has shown what the researchers stress that the role ambiguity and role conflict is measured with two variables; Different effects on job performance and job satisfaction are consequently [3].

While this research was done ten years ago, other researchers have demonstrated the opposite. In 1986 found that role conflict will have a negative impact on job performance. The Ax and Collins in the 2000 extensive research on this subject did understand the negative effect of role ambiguity, role conflict on job performance, but little effect on job performance is important. However, this study indicated that two factors are important in this occupation and rank. According to the research Shit and Cross and in 2005 showed that customer orientation has a positive effect on job performance sellers with regard to research on the effects of stress on job performance sellers have been done, mediator that can accept the role of stress on the job also affect performance, have not paid research is needed to more precise on this issue and be done with regard to changing customer role is to determine what impact that stress can have on job performance sellers.

Yield stress effects on the output circuit has a commitment to customer behavior in retail vendors who can have an effect on job performance that led to the company's profit is limited. Potential effects of stress on the need to enhance understanding of circuit behavior, customer management by the managers of retail sales. attitude of the company's retail customers to transfer and use of customer feedback to managers.

**Literature Review**

**Role Conflict:** Attempts to estimate the needs of two groups of customers and managers may be in conflict [4]. Impact of role conflict on job performance is important. In a study on the retail industry it was found that the negative effect of role conflict on job performance relationship with a customer sales directly (Flaherty *et al*, 1993, 5). Other studies showed that the positive effect of role conflict has on job performance and some of the research showed that conflict the role has a negative effect on performance [5, 6]. However, Singh (1998) offers a reasonable level of role conflict [7].

**Role Ambiguity:** About the job responsibilities and expectations at a low knowledge of a person's job is as ambiguous as it is called. Employee on customer behavior and role ambiguity could ultimately affect profitability [2]. Wetzels *et al* (2000) conducted a study on vendors understand the negative relationship between role ambiguity and commitment in providing quality service to each other [8]. It seems logical that if a seller has little understanding of their powers and responsibilities, they reduce the incentive for customers.

**Job Performance:** Wetzels *et al.* (2000) [8] performance of job duties and responsibilities as the extent, to which their employees are doing, revealed. The special importance for job performance due to resource managers and this is the costs for training vendors [9]. Job performance in the industry to be counted out as a sales point. Considering the customer orientation and sales orientation to perceptions of job performance can be useful to create a retail manager. In addition to putting together the management of customer satisfaction and productivity to achieve the objectives of the service is a topic for research [7].

**Job Satisfaction:** Job satisfaction to feel the pleasure of the person who does the work and obtains it is said that a positive reaction to the job and the job outlook is positive. Weitz (2001) [10] states that we can develop attitudes towards their jobs and by giving importance to the feelings, beliefs and behaviors are possible.

**Hypotheses:** According to our literature the following relationships between variables, role ambiguity, role conflict and job satisfaction, we assume:

- H 1: Role conflict has a positive impact on role ambiguity.
- H 2: Role conflict has a negative impact on job performance.
- H 3: Role ambiguity has a positive impact on role conflict.

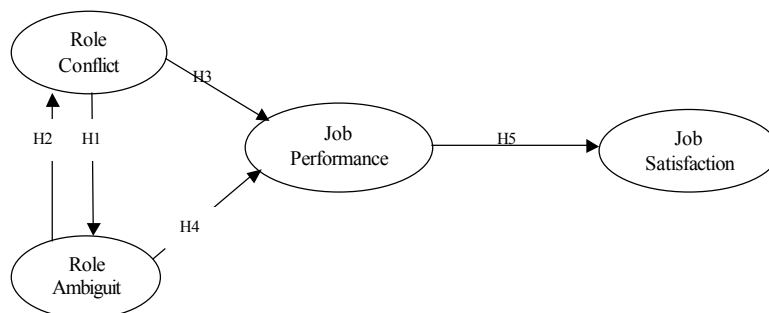


Fig. 1: Conceptual Model

Source: (Dee K. Knight & *et al*, 2006, 384)

H 4: Role ambiguity has a negative impact on job performance.

H 5: Job performance has a positive effect on job satisfaction.

### MATERIALS AND METHODS

This research based on applied goals and collecting information is a correlation research. In this research, statistical description and descriptive subject were used. Statistical population – according to many researchers– including all real or presumptive members that we are interested in extent their research findings; collection of individuals is called Society which they have one or more traits in common and this trait or traits is researchers favorite [11].

The statistical population can be finite or infinite. In both cases, study of one by one persons of population, due to high cost and short time or lake of adequate facilities, is often impossible. Therefore we consider a part of society instead of all part of it. This part of society which has been selected according to certain and acceptable criteria and study of it is possible instead of whole society, is called an Example of the society. Sampling in this study is stratified random sampling. We use the Kerjy and Morgan table to determine volume of the samples. Number of samples in this study is 196 students.

**Statistical Population:** Using students as samples decreases risk of error and causes exact anticipation. Since samples were students from an Islamic Azad university (IAU), cultural variables were considered.

Sampling based on criteria sampling (including sampling error, variance and the statistical confidence level) is done. The statistical confidence level in this study, at least 95% (maximum error 5%) and a maximum sampling error of 7% has been considered in this study. In the present study there was no record and a sense of community is not a variance. Therefore, the maximum amount of variance for the statistical community is considered. The variance of the 25% is considered. Thus, with respect to the following formula to estimate the minimum sample size of 119 [12].

$$n = \frac{\sigma^2 \times z^2}{d^2}$$

$$n = \frac{0.25 \times 1.96^2}{0.07^2} = 196$$

Table 1: Variables and Questions in Research

Variables	Number of Questions	Questions
Role Conflict	5	1-4-5-7-14
Role Ambiguity	5	2-8-10-13-17
Job Performance	5	3-6-9-15-19
Job Satisfaction	5	11-12-16-18-20

It should be noted that questionnaires had been distributed by his questioner. The final questionnaire collected 320 completed questionnaires have been completed. It will provide the accuracy needed.

**Data Collection Tolls:** In this research, questionnaire used to collect information and questionnaires is the same for all the respondents. This questionnaire includes 25 questions are used to determine role conflict 5 questions, role ambiguity 5 questions, job performance 5 questions, job satisfaction 5 questions. Scale of Likert’s 5 points is used to measure them and finally 5 statistical questions which are separately regarding to the studied society’s features.

**Validity:** In this study, four validity (face validity, content validity, convergent validity and discriminate validity) were evaluated to assess the accuracy of the results of these four funds is detailed below.

**Face Validity:** In this study face validity by the test subjects were studied in and after the reform, the face validity of the tool was confirmed.

**Content Validity:** A widely used method to measure the content validity of C.H Lawshe coined. This level of agreement among the assessors or jury "or a fundamental right to be" one of the items specific measures. Lawshe (1975) [13] suggested that all buoy or a series of questions the assessors or jury will be asked whether they intended to measure the buoy structure of "essential or useful" or not? According Lawshe, if more than half of the evaluators or judges stated that it "is essential or beneficial, At least some of the items have content validity [13]. The evaluators agree with the amount of certain items or benefits of a higher level of content validity are also higher. Lawshe using this formula is devised to measure the content validity of the content validity ratio (CVR) is called [14].

Content validity of the formula:  $CVR = \frac{(ne - \frac{N}{2})}{\frac{N}{2}}$

Table 2: Questions and CVR Calculate

Questions	CVR Calculate	Questions	CVR Calculate	Questions	CVR Calculate
1	100%	14	50%	27	60%
2	40%	15	40%	28	100%
3	50%	16	80%	29	40%
4	80%	17	30%	30	100%
5	30%	18	60%	31	70%
6	80%	19	90%	32	30%
7	40%	20	80%	33	40%
8	80%	21	70%		
9	80%	22	40%		
10	100%	23	60%		
11	30%	24	20%		
12	80%	25	100%		
13	40%	26	20%		

Table 3: AVE and CR Calculate

Number	Variable	Questions	AVE	CR
1	Role Conflict	3	705/0	823/0
2	Role Ambiguity	4	644/0	811/0
3	Job Performance	5	707/0	814/0
4	Job Satisfaction	3	791/0	879/0

Table 4: Discriminate Validity Calculate

Variable	Role Conflict	Role Ambiguity	Job Performance	Job Satisfaction
Role Conflict	71/0			
Role Ambiguity	24/0	70/0		
Job Performance	39/0	16/0	70/0	
Job Satisfaction	34/0	30/0	39/0	70/0

Table 5: Cronbach's Alpha Calculate

Number	Variables	Questions	Cronbach's alpha
1	Role Conflict	5	0/77
2	Role Ambiguity	5	0/85
3	Job Performance	5	0/82
4	Job Satisfaction	5	0/85

It should be noted that the questionnaire was given to 20 experienced the least amount acceptable to the 0/42 is. The following table is summarizes the content validity:

We were given a questionnaire of 20 questions that the CVR in the Table 2 the questionnaire was distributed to the separation of variables and assumptions to be examined separately.

**Convergent Validity:** In this study to examine the convergent validity of the method using the average variance extracted and composite reliability the results of these two methods are used in the Table 3 is shown.

Given the composite reliability of all combinations of 0/7 and average variance extracted by the top 0/5 convergent validity can be confirmed.

**Discriminate Validity:** To calculate the discriminate validity of using this method, the shared variance between factors compared with single factor is the square

root of the average variance extracted. If the variance between the common factors, the lower is the square root of AVE, discriminate validity is confirmed [15].

**Reliability:** In this study to examine the reliability of two methods of internal consistency reliability and test-retest reliability have benefited from the results in detail below.

**Internal Consistency Reliability:** One way to measure reliability internal consistency, Cronbach's alpha is used. Between individual items in the tool or test the correlation with the total score is used. In the study of this method is used to calculate the internal consistency reliability. The minimum acceptable reliability for research surveys 0/6 is. The results show that the variables for each of the variables in this study, internal consistency are required. The Cronbach's alpha results in Table 5 are described.

Table 6: Test of Normal Distribution of Research Variables with Curran Test

Variables	Skewness and Kurtosis	Significance Level
Role Conflict	720/3	065/0
Role Ambiguity	577/3	170/0
Job Performance	622/4	068/0
Job Satisfaction	656/0	726/0

Table 7: Measurement Model Result

Construction or Factor	Sign	Factor Loading	T	P-Value
Role Conflict	Q1	0/86	10/66	01/0
	Q4	0/42	5/91	01/0
	Q5	0/42	5/83	01/0
	Q7	0/95	12/17	01/0
	Q14	0/76	10/60	01/0
Role Ambiguity	Q2	1/06	14/13	01/0
	Q8	0/68	7/80	01/0
	Q10	0/61	9/13	01/0
	Q13	0/79	9/28	01/0
	Q17	0/73	8/96	01/0
Job Performance	Q3	0/65	9/93	01/0
	Q6	0/57	8/49	01/0
	Q9	0/56	8/35	01/0
	Q15	0/58	8/52	01/0
	Q19	0/67	10/28	01/0
Job Satisfaction	Q11	0/65	9/97	01/0
	Q12	0/65	10/29	01/0
	Q16	0/59	8/77	01/0
	Q18	0/50	7/16	01/0
	Q23	0/65	9/98	01/0

**Test-Retest Reliability:** Tools for test-retest reliability, a test for the second time, with the previous week on the subject (50) have performed. Pearson's correlation coefficient obtained from the two tests with 0/87 the test-retest reliability of the test will be confirmed.

**Findings:** Inferential statistical issues in analysis of this questionnaire are used. Included in inferential factor analysis confirmed the structural equation model and path analysis were used. Software used for data analysis software package LISREL 8.54 is version of windows.

**Check the Status of Normalize:** In this phase of research is necessary to the normal distribution model can be specified as variables. To show that these variables are studied in terms of normal distribution of the test Skewness and Kurtosis that Curran test is known, using the results of a normal distribution. The test is based on the normal distribution is zero. If the significance level of less than 0/05 of the variables studied is not normal.

Note that all levels significantly above the 0/05 are assumed to be zero based on the normal distribution is accepted. The variables studied in normal conditions to estimate the unknown parameters are reliable.

**Confirmative Factor Analysis (CFA) Model:** In the present study to examine the structures investigated to what extent each indicator selected to measure they were out of measurement model was used to confirmative factor analysis. The initial model is characterized by the t value indicates a greater than 1/96. The structure or structures of sufficient accuracy to measure the latent trait is investigated. In other words the results show a selective marker for measuring this concept, each researcher the importance of this factor measures are an important part.

T values were calculated for each of the operating times vary per show or hide the structure of its 1/96 is. So you can align your questionnaire to measure the concepts in this prestigious show. The following table shows the results achieved by questions intended to measure what they have been achieved by this means. The relationship between structures or latent variables is reliable. Indicators should be fitted to be studied.

**Research Structural Model (Path Analysis Model):** After the verification process of model validity and diagnostic measurements and calculations in this study can be used to test the relationships between structures pay. For this purpose the model was implemented in software LISREL.

Table 8: Chi-Square value's differences, in determination of effectiveness of the structural model

Fitness Model	$\chi^2$	$\chi^2\Delta$	df	RMSEA	$\chi^2$ Decrease Meaningful
First Model	660/78	----	269	0/127	0/000
Second Model	643/78	2/75 up	268	0/114	0/000
Third Model	622/17	2/75 up	267	0/102	0/000
Fourth Model	597/13	2/75 up	266	0/095	0/000
Fifth Model	586/78	2/75 up	265	0/078	0/000
Sixth Model	571/06	2/75 up	264	0/059	0/000
Seventh Model	560/78	2/75 up	263	0/049	0/000
Eighth Model	550/40	2/75 up	262	0/043	0/000
Ninth Model	550/17	2/75 down	261	0/042	Not Meaningful

Table 9: Path coefficients and significant structures depend on the model structure

Hypothesis	Path	Standard Parameter	T	Result
H1	Role Conflict → Role Ambiguity	03/0	10/0	Rejected
H2	Role Ambiguity → Role Conflict	55/0	12/2	supported
H3	Role Conflict → Job Performance	47/0	42/4	supported
H4	Role Ambiguity → Job Performance	44/0	09/4	supported
H5	Job Performance → Job Satisfaction	75/0	62/9	supported

Note that the square root of variance estimation error of approximation RMSEA for the structural study of 0/1 is reported for the accurate estimation of path coefficients for hypothesis testing; there is the need for reform. In the modified model is shown in Table 8. As in structural equation modeling methodology is proposed to be achieved by using Chi-square statistic significant difference between the model and further steps to improve its action. In this regard, the D2 test, chi-square and significant reduction of the amount it would have been judged. Detection limits and adding additional parameters to correct the real solution is LISREL models.

Approach to identify the limitations, if the model is not specific, some specific limitations that need to be imposed on the model. The main strategy used in this connection in the humanities, restriction - zero. However, the modified model LISREL study approach is used to add additional parameters. This indicates that existing between the model and the output of the error covariance LISREL among some of them free from the control values recovered. To check whether the reform has made significant changes in the model if the chi-square test is used. Since the model is better than ninth in the previous models are smaller because of the difference chi-square and reduced chi-square (chi-square) between the two models from 2/75, is meaningless, so as the eighth and final model the fit is acceptable.

A Table 8 show the basic model is based on the seven-step model and the eight values is appropriate. After this step, the ninth model to a statistically significant reduction in the chi-square not be and it

decreases below a critical value of 2/75, so the resumption of operations to achieve the best matrix covariance was carried out in the eighth to acceptable levels of compliance with the underpinning factor has and with very high accuracy can be estimated that the coefficients on the path to the eighth model to test the hypothesis.

The square root of the variance error of approximation RMSEA, in the eighth as much good has come and so the correction is finished and the parameters estimated in the model to statistically hundred percent reliable, he said and then to test the hypothesis used. The theoretical model to investigate the effects of causal relationship was analyzed.

## RESULTS AND DISCUSSION

First hypothesis: the increase of role conflict, role ambiguity also increased. According to Table 9, the coefficient of the variable of role conflict and role ambiguity equivalent to 0/03 is estimated. T value for this parameter (as a percentage of error in the rule base is zero for values above 1/96 for each parameter in the model), under 1/96 is calculated (t = 0/10) is zero, so there is no sufficient reason for rejection and the effect of role conflict on role ambiguity is not large enough to be statistically significant this work shows an increased role conflict of the role ambiguity variables are significant changes in response to does not show. The research findings show that to achieve role ambiguity, focusing on role conflict, role ambiguity has no direct role in the formation. We investigate this hypothesis can be rejected.

Second hypothesis: the role ambiguity, role conflict also increased. According to Table 9, the coefficients of the variables role ambiguity with increased role conflict are the equivalent of 0/55 is estimated. T value for this parameter (as a percentage of error in the rule base is zero for values above 1/96 in each model parameter), the 1/96 is calculated ( $t = 2/12$ ) is zero, so that it can be stated with 99 percent confidence and dismisses the significance of this coefficient can be role ambiguity with increased use of role conflict will have a significant effect.

Third hypothesis: increased role conflict, job performance also increased. According to Table 9, the coefficient of the variable increase role conflict and job performance equivalent to 0/47 is estimated. T value for this parameter (as a percentage of error in the rule base is zero for values above 1/96 in each model parameter), the 1/96 is calculated ( $t = 4/42$ ) is zero, so that it can be stated with 99 percent confidence and dismisses the significance of this coefficient can be associated with increased use of job performance will have a significant effect. The research findings indicate that job performance is a function of increasing role conflict and fidelity to any factor that increase in long-term job performance will bring increased attention to the significance of these findings and positive relationship between these two variables. The research hypothesis is accepted.

The fourth hypothesis: the increase in role ambiguity, job performance also increased. According to Table 9, the coefficient of the variable of role ambiguity on job performance equivalent to 0/44 is estimated. T value for this parameter, the 1/96 is calculated ( $t = 4/09$ ) is zero, so that it can be stated with 99 percent confidence and dismisses the significance of this coefficient can be expressed in role ambiguity significant effect on job performance offers. The research findings indicate that job performance is a function of role ambiguity given the significant and positive relationship between these two variables.

The fifth hypothesis: increasing job performance, job satisfaction also increased. According to Table 9, the coefficient of the variable value are particularly preferred are the equivalent to 0/75 is estimated. T value for this parameter, the 1/96 is calculated ( $t = 9/62$ ) is zero, so that it can be stated to be rejected with 99 percent and the significance of this coefficient can be expressed increased use of preferred job performance will enjoy significant effect. The research findings show that job satisfaction is a function of increasing job performance and any factor that increases the job performance in the long term

Table 10: Indices of Model Fitness

Indices	Standard Amount	Reported Amount
RMR	Near to Zero	0/11
SRMR	0<SRMR<1	0/09
GFI	0/9 up	0/91
NFI	85/0 up	0/96
NNFI	80/0 up	0/97
IFI	9/0 up	0/96
CFI	9/0 up	0/96
RMSEA	08/0 down	0/043

development and job satisfaction will increase the significance of these findings and a positive relationship between these two variables. The research hypothesis is accepted.

Fitness standards in the occasion of the data model to test the hypotheses. GFI criterion that indicates the relative size of the variance and covariance is explained by the model is the model for the 0/91. Root mean squared difference between the amount of waste that is observed in the sample matrix elements and elements matrix estimated or predicted in this study (0/11), the covariance has a good explanation. SRMR value for the path analysis model 0/09, which indicates the amount is appropriate. Fitness values (NFI), (NNFI), (IFI) and (CFI), the suggested model was designed to fit very well in comparison with other models is possible. Very strong indicator of the square root of variance estimation error of approximation RMSEA for the model under 0/08, the value is acceptable.

As the table indicates the propriety characteristics of this study and the underlying factor structure theoretical research is a good fit and this proves the validity of research findings from the structural model. The hypothesis test of good accuracy is minimal. To verify the adequacy of sample size required to estimate the parameters of the power factor was used. Survey results show that factor models with sufficient sample size to consider the sample size equal to 0/788 is calculated the power factor is efficient because the number of matrices have been created.

## CONCLUSION

- The present study showed a negative effect on the customer's role conflict. Sellers can also use the training given by the company to reduce the amount of role conflict.
- Positive effect on sales pivotal role conflict was unexpected. But these findings with other researchers [7] have concluded that the conflict is

not always negative, is consistent. The different levels of stress can be an incentive for sellers to higher performance. Managers should consider the fact that a vendor that can effectively manage the conflict might best be following orders.

- In this study, a negative effect role ambiguity on job performance. So not wonder that if a seller is not sure of their job requirements and expectations, performance can not be good. However, the ambiguity can be managed. A two-way communication between the manager and the seller can reduce the ambiguity.

Retail manager with a systematic and regular communication with your vendor to identify and resolve the ambiguity about that. For this purpose, the training is given to the vendor can participate in practices, skills, listening and asking questions and advantages of the products.

The findings of this research for managers of retail customers have a positive effect on job performance are. This point is important in providing customer service. Negative effects of conflict on the customer to have a positive effect on job performance are customer oriented. Sellers must serve customers in deciding when to increase their power.

#### REFERENCES

1. Saxe, R. and B.A. Weitz, 1982. The SOCO scale: a measure of the customer orientation of salespeople, *Journal of Marketing Research*, 19: 343-51.
2. Flaherty, T.B., R. Dahlstrom and S.J. Skinner, 1993. Organizational values and role stress as determinants of customer-oriented selling performance, *Journal of Personal Selling & Sales Management*, 19(2): 1-18.
3. Brown, S.P. and R.A. Peterson, 1993. Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of causal effects, *Journal of Marketing Research*, 30: 63-77.
4. Rizzo, J.R., R.J. House and S. Lirtzman, 1970. Role conflict and ambiguity in complex organizations, *Administrative Science Quarterly*, 15: 150-63.
5. Babin, B.J. and J.S. Boles, 1998. Employee behavior in a service environment: a model and test of potential differences between men and women, *Journal of Marketing*, 62(2): 7-91.
6. Bhuian, S.N., B. Menguc and R. Borsboom, 2005. Stressors and job outcomes in sales: a triphasic model versus a linear-quadratic-interactive model, *Journal of Business Research*, 58: 141-50.
7. Singh, J., 2000. Performance productivity and quality of frontline employees in service organizations, *Journal of Marketing*, 64: 15-34.
8. Wetzels, M., K. De. Ruyter and J. Bloemer, 2000. Antecedents and consequences of role stress of retail sales persons, *Journal of Retailing and Consumer Services*, 7: 65-75.
9. Kaplan, S.L. and J.M. Jones, 1998. Workers are seeking employers of choice", *Chain Store Age*, 74(10): 72-3.
10. Weitz, Barton, A., B. Castleberry Stephen and F. Tanner. John, 2001. *Selling Building Partnerships*, McGraw-Hill Irwin, 4th Edition, pp: 4-21.
11. Delaware, A., 2006. *Research method in psychology*, Virayesh Publication, Tehran.
12. Azar, A. and M. Mansour, 2000. *Statistical in Management*, Samt Publication, pp: 5.
13. Lawshe, C.H., 1975. A quantitative approach to content validity. *Personnel Psychology*, 28(4): 563-575.
14. Mirzaei, K.H., 2010. *Research, Researching & Writing*, Jameshenasan: An Introduction, Faculty member of Uni.
15. Fornell, C. and D.F. Larcker, 1981. Evaluating structural equation models with unobservable variables and measurement error. *J. Mark Res.*, 18(1): 39-50.