

Employment satisfaction and their level of  
customer services at Sainsbury

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Sainsbury's

2011

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## **Chapter 1**

### **Introduction**

In the current scenario there is cut throat competition everywhere across the world. Customer is the king of the market and does not have too much time as well as patience to wait for the desired product. It is not possible for the customers to wait that when will organizations come back with the desired changes and then customers will buy that product. In the present time an organization cannot expect Loyalty from the customers. Today the customers does not hesitate even they are ready to switch over to the organization whichever being able to provide proper quality of service and speed as well. (Smith, 2003)

It all became true for all the sectors. There are various companies and those are still increasing in the market; because of globalization they are doing effort towards the customer satisfaction. The place for the monopoly for particular business in the market is reduced in current time. It is necessary for the organization to have an exclusive framework and the edge greater than its competitors to carry on the business successfully. (Finlay, 2011)

Organizations must understand the difference of the expectation of the customers with respect to three terms such as Customer Service, Customer Delight and Customer Ecstasy. Those three terms should be considered for the determination of various level of customer satisfaction. In order to retain the customers, organization should give delighted services to the customers so that the customers would not switch over to the any another firm.

Due to the important strategic role of HRM, recruitment is a critical part of corporate strategies towards achieving long-term organizational growth. If an organization wants to achieve customer satisfaction and capture the market as well then the organization must be focus on the employee needs as well as their satisfaction. In this cutthroat competition there is need of the e-leaders instead of simple leaders. In the organization human resource department should work on the employee so that they perform efficiently at the required time to achieve the objectives.

### **Research background:**

Present scenario of market is full of change, trouble and complicatedness as well. In order to survive in the market place they have to come up with extra talent and skills as well as ready to lead their business in the cut throat competition. Every organization efforts towards the enhancement of the novel techniques and know-how, establishing new companies in the frame but today they know the crucial need with respect to proper management of their work force; how important the human resource for the organization. In the view of some of the analysts, the work force is the most precious assets of the company; they are paying most of the focus towards the management of them in the company. Employees are vital contributors. (Michael, 2006)

In previous time there is devotion, trustworthiness and reliability could be seen in the employees. In the recent year, the attrition rate with respect to employees has been increased a lot. With the lots of acquisitions and mergers of businesses, work force developed a feeling that they are separate from the company's action, execution and process and lose their stability with the firm very soon. So, employees search the new job in order to get better protected job option. To make profit for organization as well as employees; there is need to develop feeling of satisfaction for the employees and it will reflect on the customer services.

Therefore the selected topic finds the importance in the current time business. An organization must understand the dual benefit in order to retain the customer that is not only for existing customers but also to attract new customers. But when the work forces of the company refuse to go along with the organization, they are not happy, get irritated, lose interest with respect to their jobs then that all the matter of worry for the organization. If the employee talks with the customer in the aggressive tone two things may happen. First, that employee would get fired and second is either the customer will complain for the services and employee as well or that customer moves towards any other organization services and it is switch over of the customer for the company. So employee satisfaction is the vital issue for the company. (Morris, 2008)

### **Organizational Background**

J Sainsbury plc is consists of Sainsbury's supermarkets, handiness stores, a domicile shopping service and Sainsbury's Bank as well. They all are known for good products and services at right prices and their purpose is to offer well services to the customers. The organization is frequently developing and enhancing product variety to provide consumers an ever-improving purchasing incident. In the area of food retailing chain the Sainsbury has got the position of longest standing major in the Britain. "Sainsbury's" that is the name through which the organization is commonly known. Its parental company is Sainsbury plc. It is also known as Sainsbury's Supermarkets Ltd. in the United Kingdom it has got the third position with respect to supermarkets. It means it is third biggest chain

of supermarkets in that region. Sainsbury organization has 16.5% share in the industry in United Kingdom. The head office of the Sainsbury organization has established in the Sainsbury's Store Support Centre in Holborn Circus, City of London. (Ken, 2010)

As per the financial reports and annual statements Sainsbury got profit with the wide range in quality products and In addition many stores offer delicatessen, meat and fish counters, and complementary non-food products such as clothing and home ware, pharmacies, coffee shops, restaurants and petrol stations. Sainsbury is now serving to the 15 million approximately consumers in a week. Their financial report states that they owned 727 stores throughout the UK.

At the time of, Philip Hampton was the chairman of the organization and took up Sainsbury's chairmanship; he confidently assumed that, because of high profile difficulties of the company, there can be a business that can hold the exact worth to fighting for. In the world of retailing in the Brittan Sainsbury's is an iconic brand. Now it is powerful and brand name because of the things that are helping to make it a great name such as well-built principled approach to trade, a enthusiasm for food, a history of novelty, good worth, meant it was a fundamentally attractive challenge. It is listed on the London Stock Exchange and is a constituent of the FTSE 100 Index.

### **Purpose of undertaking Research**

As United Kingdom is an evolved nation and have developed economic conditions as well with several number of associates across the world that have the concentration on the employee's trend as well as human resource development in the several organization. So, the private organizations which are based in the United Kingdom have ready to use



that kind of human resource activities along with the evaluation of personnel as well as aspects related to their individuals and their requirement. So, the main motive of the study is to assess the Employment satisfaction and their level of customer services at Sainsbury.

### **Rationale for Choosing this Topic**

In the present time the main fear for almost all company is 'how to retain customers'. And it can be done through the performing employee but the next worried thing is 'how to satisfy the employees'. The employees switch over to another firm easily as per their convenience with respect to job profile or not perform well if they are not satisfied. An organization has to waste money, time and efforts as well on the replacement of the individual who leaves the job. It is one of the most important tasks to make employee satisfied and retain them with overall satisfaction and comfort level. (Keith, 2008)

### **Statement of Problem**

The research study is based on one of the bigger organization in the super market industry that is Sainsbury. It is trying to satisfy the work force by enhanced several of factors such as their skills, updating the knowledge with respect to technical knowhow and makes them more efficient as well through training and development programs. (Finlay, 2011)

Sainsbury employed many number of people as per its vastness. Huge work force operates its execution from several departments. Customer service not depends only on employee satisfaction. There are various other factors which could affect customer

services. But in this study the researcher is considering only one factor that is employee satisfaction.

### **Research Questions**

- i. What is the need of employee satisfaction in the organization?
- ii. In Sainsbury what are the goals of human resource department?
- iii. What are the policies which can be beneficial in order to satisfy the employees?
- iv. What is the meaning and advantages of the term employee satisfaction?
- v. What will be the organizations step if it is being losing the talent because of dissatisfaction of employees?
- vi. What is the relation between the employee satisfaction and their level of customer services?
- vii. Does the management team perceive employee satisfaction as an important tool to drive good customer service how and how they are encouraging satisfaction of employees?

### **Aims and Objectives**

This research aims to examine and evaluate the key factors that affect the satisfaction of employees at Sainsbury's and the effect this has on customer service. Through a framework of questions, the objective of the research is to identify if there is a relationship between high commitment HRM and employee satisfaction through the following statements.

- Study the role of Human Resource in order to satisfy the employees.

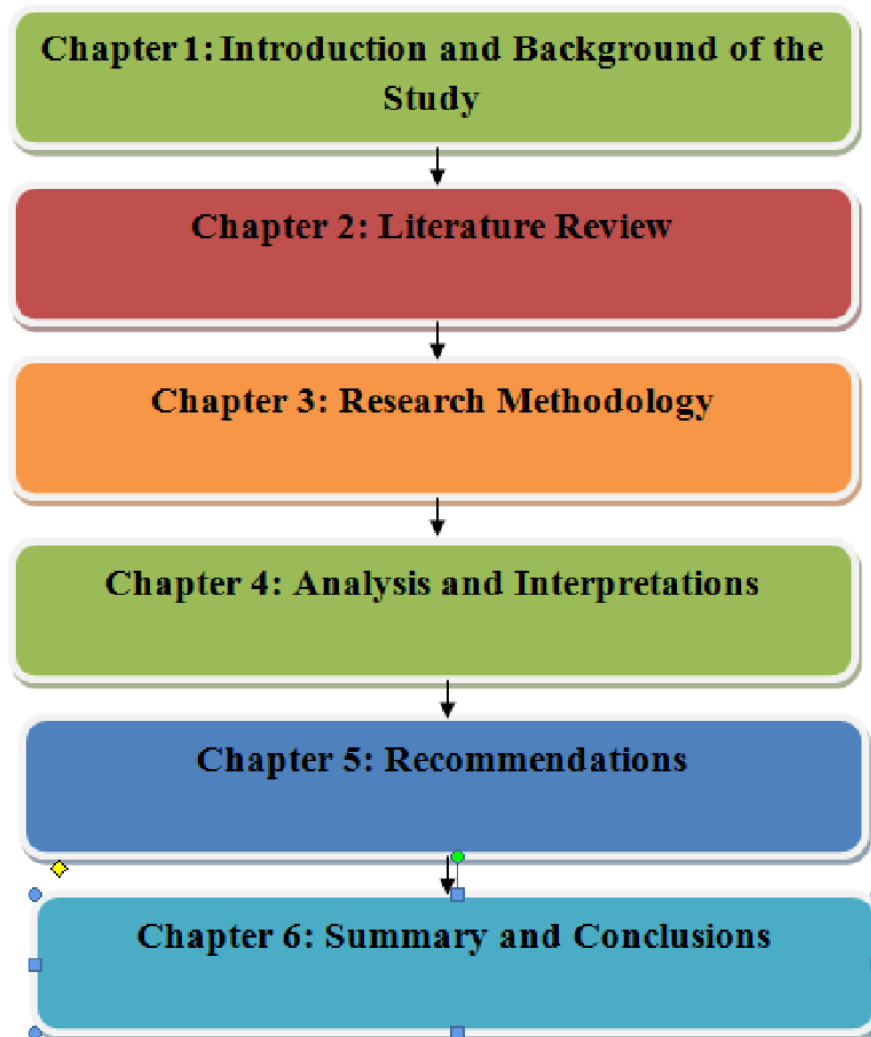
- Depth study about the selected topic with respect to literature review.
- To examine all the responsible factors that affect the research through questionnaire conducted with all levels of organization.
- Assess the outcomes of the collected information.
- Find out responsible factors which cause the change in the employee's tastes and preferences.
- To give after all the study and finding based suggestions and recommendations.

### **Scope of the Research**

This research dissertation is carried out in order to understand and assess the main factor behind employee satisfaction and their customer service level. Important objectives of the study are examination and assessment of the human resource management and also study the impact of the human resource department on the individual and organization as well. There is limit of the purposes in order to study has restriction with few number of selected branches of Sainsbury in United Kingdom and other information will be collected through the questionnaire and meetings. (Keith, 2008)

### **Research structure:**

In this particular dissertation there are six chapters. These chapters have been constructed by subchapter and features of this research study which have also discussed as following:



Chapter 1: It has short basic information of the organization. All the questions, main objectives and the methodology for collection of data have been also discussed in the chapter's second half. Beside that this chapter has also include the limitation which would have to attain in the journey of the research also be covered up. To gather the information this chapter includes short description of the approach technique utilized.

Chapter 2: This chapter deployed with the literature points on the subject difficulties in depth. Past experience and opinion of the several writers will be covered in this particular section. It is useful in order to give answers to the queries during the study.

Chapter 3: Primary data and secondary data which have been used to conduct the research study have been mentioned in this chapter. This chapter is constructed with the methodology, several techniques used to collect data and their significance and evaluation as well have been discussed in detail.

Chapter 4: This chapter deployed with the impact and findings as well with respect to the mentioned study. This includes charts and graphs for analysis regarding the personal meetings and questionnaire has been conducted for the study. Findings will be correlated with the evaluation used to accomplish the research.

Chapter 5: Through the findings recommendations and suggestion will be given in this particular chapter then the aim and goal behind the study will be accomplish.

**Chapter summary:**

In this chapter there was indication about the considered company. All the questions, main objectives and the methodology for collection of data have been also discussed in the chapter's second half. Beside that this chapter has also include the limitation which would be attain in the journey of the research also be covered up. Help of the literature has been taken for conducting the research.

## **Chapter 2**

### **Literature review:**

#### **Employee satisfaction:**

In view point of Keith (2008), employees are the most important and vital asset of the firm. The only asset having its own feet and can work independently or in team. It is such an asset that appreciates over time due to work performance and training and development provided to the employees by the organization. It is equally important for the organization besides satisfying the customers it is primary requirement to satisfy the employees also who continuously work for them and ultimately enhances the firm's profitability. (Finlay, 2011)

Thus it very important for the organization to check whether they are satisfied or not and find out the ways on how to make them satisfied as long term success of the organization more or less depends on the satisfaction and effective work performance of the employees. The sound effects of employee satisfaction in organization are abundant. As employees are the most vital resources among all the available resources. (Smith, 2003)

A few of these significant and cost-effective benefits are being described as follows:

Some of the notable studies revealed that the organization that does extremely well in handling the issues related to employee satisfaction is able to reduce the employee turnover, augment customer satisfaction from an average to the peak level, reduces the cost incurred on labour and thus ultimately enhances the over all profitability of the firm.

As per view of William A. (1990) With the satisfied employees in the organization not only employee turnover is reduced to large extent but also it leads to customer satisfaction, reduced level of costs incurred and profitability and on the other hand ranges of product offered and the goodwill of the organization is also being enhanced. (Keith, 2008)

As described by Theodore L. (2002) it is chain which leads to creation of other element it can be explained as follows: profitability level achieved by the firm is the result of the loyalty of its customers towards the products range being offered. Customer loyalty is thus created by the customer satisfaction from the services and products they purchase. Customer satisfaction is more or less affected by the varying discernment of the value of services they receive from the organization. These aforesaid values of service are provided by the employees who are satisfied, loyal and are prolific. These employees work as a team and try to achieve the objective of the organization as one. For this chain to work smoothly the efficient communication system and managerial efficiency to take the strategic decisions in time are importantly required within the organization in order to satisfy the customers and fulfill their expectations accordingly. (Michael, 2006)

One of the notable statement by Schneider (2008) that “ the success factor that lies behind the General Electric is that it make use of only three indicators to run business organization effectively and achieve the success ladder are in order of importance that is: employee satisfaction, customer satisfaction and cash flows.

Studies revealed by the Hay Group in the year 1999 for Fortune magazine have also publicized that even the most accepted companies like Intel, Coca-Cola, and GE and such other well known organization also follows some basic cultural values at work place

these values are incorporation of team work, focus on customer satisfaction, improvement and advancement in services and products being offered, and equal and just behavior with all the employees without any sort of biasness.

### **Turnover and Absenteeism:**

Many scholars and academicians believe that the employee turnover, absenteeism and employee satisfaction are related and are also dependent on each other. They revealed that the higher the level of satisfaction of employees within the organization lesser will be the turnover and absenteeism rate of employees. (Ken, 2010)

The study given by Morris (2008) has revealed that higher the rate of employee turnover is due to the consequence of “people that like what they do, but not where they do it.” With regard to turnover and absenteeism, Kim (1998) also agrees that higher level of absenteeism and turnover rate contributes considerably to the declining rate of productivity for the organization. The study undertaken by Smith (2003) when the employees were inquired regarding the cause for their excessive absenteeism and turnover rate, from the study four of the main reasons were found:

- Too much of work load.
- Less supervision given on the work performance.
- Inefficient and ineffective management.
- Weak relations with the top level managers.

According to Michael (2006) employees who deliberately remain absent from the work and continuously keep switching their jobs is due to the reason that their supervisors or top managers do not maintain good relations with them. The study also revealed the following points:

- Employee dissatisfaction tends to persuade more and more increased rate of absenteeism and turnover.
- The factors leading to satisfaction among employees such as effective supervision and more understanding about the goals and objectives.



- Increased rate of employee turnover was considered as the direct result of the employee dissatisfaction.
- It was also revealed that as experience level increase it leads to reduced rate of employee turnover.

In view point of Finlay (2011) matured and more experienced employees of the firm results in reduced rate of employee turnover but on the other hand leads to more absenteeism.

Where as young and less experienced employees contributes less in absenteeism but more in employee turnover as they try to run away from the uncertain work situations. (Finlay, 2011)

According to Keith (2008), now days the employees working in the organizations have number of expectations from the employer for whom they work and thus are much less cautious in leaving the job if they feel that their expectations are not being met and thus joins the other organization. The factor of security in job is now least considered as important to the employees. It is a sort of big loss and more expensive for the firm to lose an efficient employee. And also the cost incurred on the employee turnover is to be beard by the organization which is very high. According to the American Management Association

(AMA), the cost of employee turnover for the organization for each employee is around 30% of that employee's annual salary. This cost is made up from the four hidden costs involved in turnover of an employee which the organization has to pay for these costs are: the cost of termination; the cost of hiring and training and development of the new employee; the vacancy cost until the job is filled; and the cost of the loss of productivity with a new employee.

### **Valued Employees:**

Study conducted by William A. (1990) on employee satisfaction revealed that whether the employees should participate in the decision making process and what role does they play in the organization success.

The study found that there should be equal participation to be made for the employees in the decision making process their views and suggestions must also be taken this practice of involving employees in the strategic decision making creates in them the feeling of belongingness in the organization and thus ultimately leads to reduced rate of employee turnover. More the participation of the employees in the organization lesser will be the turnover of the employees.

As employees are made to involve more in the organizational decision making they experience more important and worthy. It is also required from the management part so as to create the opportunities for the employees to participate and make their suggestions in strategic decisions thus the results so attain will be imprecise as how to quantify all the unbeatable outcomes that will be achieved.

Making employees to liberally make a contribution in an organization can leads to considerable positive results for the company. The employees should be made informed on the issues prevailing in the organization and thus involving them in rendering their views and ideas in making decisions this will create a lasting impression on employees' mind and creates the feeling of self worthiness. This impression will provide in them that their organization trust on them and have a considerable faith on them. Involving not only create the feeling of belongingness but also inspires employees to work more effectively and efficiently to achieve the goal as they are also linked to the concerned goal of the organization. (Keith, 2008)

**Training and development:**

Schneider (2008) in his study brought into focus that with the adequate provision of training and development facility to the employees in spite of terminating them from the work place, this decision played a major role in enhancing the profitability of the organization.

In view point of Avery (2008) organization has two decision before them from which one is to be selected that is whether to provide training and development facility to its employees and enhance their efficiency or by terminating them from the organization and thus bear the turnover cost and also the cost in recruiting the new one.

Various firms and organizations top level managers take the concept of training and development as a cost for the firm and try to avoid such costs. On the other hand they do not focus on the benefits attached to it which in turn are far more than the cost incurred on providing training and development.

According to Treacy (2006), training and development not only enhances the skills and efficiency of the employees in order to accomplish their tasks more efficiently and effectively, and also it is significant with regard to employees that creates feeling of belongingness and ultimately create the healthy working environment.

Finlay (2011) also states that training and development not only enhances the skills and efficiency of the employees but also creates sense of loyalty among employees towards organization. It also provides the opportunities for growth for the employees and the overall organization. Training and development instills creativity, more specialized and educated and thus prospects for growth.

### **Communication:**

Communication plays a very important and vital role in enhancing the performance of the employees; feedback is one of the significant elements that affect the efficiency of the employees with regard to satisfaction and work performed. The outcome of the feedback

so received by the employee affects their outlook towards work and job to a great deal. The results are initially grouped into three conditions: experienced meaningfulness of the work, experienced responsibility for the work and knowledge of results of work activities.

These can bring together the element of motivation and creates more potentiality in the employees and achieve the goal. Even though the importance of motivation cannot be undermined or neglected as it is the most important and vital element that plays a major role in improving the performance of the employees and enhance more satisfaction with the work. Morrell (2011), stresses on the importance of motivation and its related variables that encourages satisfaction in employees. The effective motivation if given to the employees it will in turn be more efficient and become more loyal towards organization. Thus the highly motivated employees provide more and better customer services and satisfaction.

#### **Commitment:**

The feature of employee commitment is more or less associated with the loyalty. And this reflects the affection of employees towards the organization. Affection towards the organization creates more commitment to work and thus instills satisfaction in them. The affection leads to more healthy and congenial environment to work. Employee loyalty to the organization can be understood as the employees engaged in the same organization with considerable length of time and perform the tasks assign to him in better manner so as to achieve the goals of the organization satisfactorily. But now days the definition of employee loyalty has changed and focuses more on creating a congenial environment among employees and encouraging more team work. It involves commitment to work as a team and also not to perform any activities which in turn affects the organization ethically. Schneider (2008)

Recent studies that have been undertaken in order to efficiently define the concept of loyalty was based on the concerned issue whether employees reflects satisfaction with their work and organization or secure themselves against denigration. This sense of

satisfaction among employees creates willingness to work efficiently and encourages them to remain engaged in the same organization for the long term.

Scarlett (2010) states, that the term loyalty and commitment of employee towards the work and organization are associated with each other very significantly and has various features in common among them. Even though, various studies have brought out the difference in them. Although, there are various pertinent differences among the two which can be explained as follows: commitment is more directly linked with the employee turnover whereas loyalty is more strongly related to the possibility of being influenced by the organizational behavior. The term commitment can be described as the emotional attachment of employees to their respective organizations.

Hulin (1999) suggested that commitment involves three different practices and course of action that is, acquiescence, recognition and internalization within the organization. All these elements are produced by the perceived values in common in employee and the organization. Thus this commitment towards organization and the work accomplishment ultimately leads to more satisfaction among employees and the customers. (Finlay, 2011)

### **Level of customer service:**

As per the study conducted by [unclear] concluded that there is a straight and measurable relation between customer service variables like customer satisfaction and loyalty with employee variables like employee satisfaction, passion, loyalty, commitment, competency, and quality of services being rendered that ultimately leads to optimum financial benefits for the organization.

In the study conducted by McKay (2010) in which, customer interviews, literature reviews and surveys were carried out in order to find out the important factors leading to a successful service environment. The results revealed that there exists a spherical

relationship between employee satisfaction and customer satisfaction and loyalty, and increases in company profitability. Along with this it also revealed that, employee satisfaction was strongly related to employee commitment and loyalty, and both these factors have resulted in relationships to employee satisfaction and overall productivity for the firm.

According to Meyer (2001), that employee competency and potentiality, satisfaction, and loyalty towards work and organization lead to increase in value for service to customers. The value for customers leads to customer satisfaction and loyalty which ultimately leads to increased profitability and growth of the organization. The study provided that employees' potentialities and satisfaction, and more experience in service were interrelated with customer satisfaction. (Michael, 2006)

Link between the employee satisfaction and customer satisfaction:

Allen (2001) provided that the high rate of satisfaction among employees leads to the following factors which are as follows:

- Creating value for services for the customers and loyalty.
- Leading to increased productivity and profitability.
- Reduced level of employee turnover and absenteeism.
- Maintenance of Safety records.

James K.(2002) observed that maintaining a friendly, healthy and flexible working atmosphere for the employees is directly related with the increase in shareholder value

and goodwill in the market, also advocated that employee satisfaction is directly results in increase in productivity and profitability. Schneider (2008)

The top ten companies listed in the fortune magazine titling the “America’s best companies to work for”. It can also be understood as these companies are successful enough and the employees working in these organizations may also be satisfied with their goodwill and success. Harter (2002) suggested that efficient human resources practice leads to increased financial outcomes and thus these positive and increased financial outcomes lead to more employee satisfaction.

The issue concerning to does the higher employee satisfaction results in increase in customer satisfaction, productivity or profitability for the organization. On the other hand, Frank L (2002) tried to find out that whether employee satisfaction or positive outlook and behavior of the employees affects the profitability of the organization or vice versa, that is whether increased profitability of the organization results in reduced employee turnover and more satisfaction. The findings of the study are as follows:

- In the aforesaid study, employee attitudes and satisfaction were divided into five quantifiable behavioral elements such as: precision, unselfishness, sociality, high caliber, team work ability and consideration for work. The study grouped the employees as applicants in the five different groups, evaluated the employee turnover rates among them, and weigh this data against the organization profitability for the concerned year.
- Findings of the study revealed that employee satisfaction, behavior, and turnover led to the concerned year’s profitability, and also showed that these features of employees have stronger association with the satisfaction of customers.

Hayes (2002) undertaken the survey of the executives from multinational companies from among which 47% of the employees provided that higher satisfaction and decreased rate of turnover are the major factors leading to more profitability and increase in

shareholder's wealth. Ayers (2008) tried to find out the links between the elements such as employee satisfaction, customer satisfaction, productivity, profitability and reduced labor costs. The results so found were as follows:

- Dissatisfied employees resulted in the decreased productivity and leads to more absenteeism.
- Satisfied employees were found to be more productive, efficient and loyal towards work.
- Increased level of employee satisfaction leads to increase in morale and more productivity.
- Employee satisfaction leads to reduced turnover.

### **Relationship between Employee Satisfaction and Customer Service**

In this dissertation, there is a study on the issue of employee satisfaction and their level of customer services in the Sainsbury's. There is great association between the employee satisfaction and customer service. There were several studies have done on the issue related with the satisfaction of both, customers as well as employees. As per the view of Scarlett (2010) There is a strong positive relationship between employee satisfaction and customer service and he also suggests that the relationship reflects like if the attitude of employee changes then the behavior of consumer also changes. Positive change in the way and attitude of workforce leads a positive service to the consumers and it leads the satisfaction level of consumers. As per the study conducted by the Ken (2010), he finds that in terms of some figures if there is five points development in the work force attitude then it can rise 1.3 points in the customer satisfaction and that can be generate the total volume with .5 in revenues. So it can be easily determine that a high connection between economic achievement and consumer and worker variables and those variables are such as customer satisfaction, employee satisfaction. He also found that forty to eighty percent of relationship between work force mind-set and consumer associated variables can be



accounted due to consumer fulfillment and consumer reliability with respect to market segment and industry.

In the same way Morrell (2011) has been determined that satisfaction of workforce, loyalty of workforce and commitment towards the goal has the considerable effect on quality of the product as well as services. He also developed a model related with this issue and it can be describe with some of the variables which leads some other variables that are proceeds as Perceived Employee Satisfaction leads Perceived Employee Loyalty, then it is the reason of Perceived Product Quality, quality bring out Employee Commitment Perceived then that leads the Perceived Service Quality, it will be get Perceived Value and finally there will be Customer Satisfaction. In order to deal with all the counterparty one of the most important facet is employee satisfaction that may be able to achieve the desired level of the employee. (Ken, 2010)

According to Finlay (2011), there should be a good understanding level towards employee satisfaction and customer service. Employee satisfaction is necessary aspect for the organization because of only work force of the company interacts and deals with the customers and develops awareness among the customers on the subject of products and services they are offering. Satisfaction is the hidden motivational factor that is vital with respect to increase sales volume of the firm. If they are satisfy with the work profile, salary and environment it means they have motivational factor to do job in better way and delivered sufficient endeavor and care. Satisfy work force is truly able to reach on the demand and needs of the consumer due to they have the resources, training, and responsibilities to understand and serve customer needs and demands.

### **Criticism of studies linking employee satisfaction with the customer service values:**

The big organizations having large number of employees and higher profitability often leads to more employee satisfaction where as the organizations having reduced profitability also results to high levels of employee satisfaction. It is required by the organizations to develop their own model or framework as customer satisfaction is only

one variable that leads to better understanding and developing the relationship between employee satisfaction, customer satisfaction, and financial performance of the organization. Furthermore, each and every organization whether small or big having large number or few employees must decide how it characterizes employee satisfaction and customer satisfaction that may vary among different divisions and one organization to other. However employee approach towards work only cannot manipulate organizational effectiveness and profitability, but it is also required for the employees to perform effectively and efficiently in team as well as independently.

## **CHAPTER 3 RESEARCH METHODOLOGY:**

### **Introduction:**

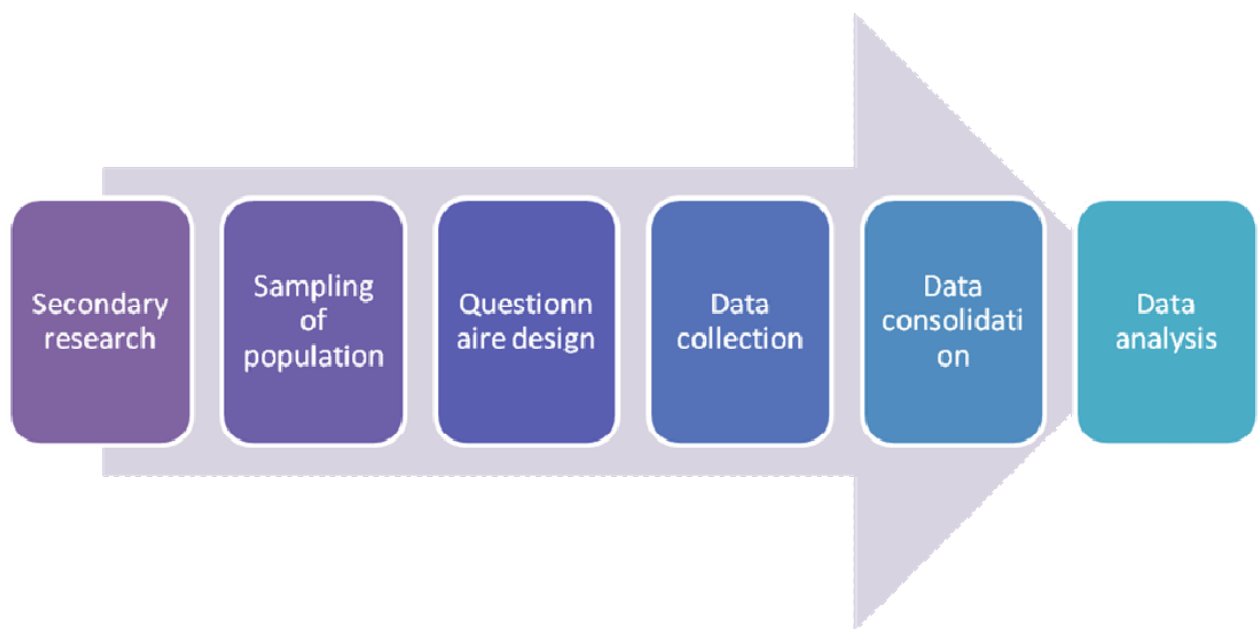
The following section will be able to cover up the tactics as well as methods for the research which is taken in consideration. The method to be used for the assortment of data will contain both the primary as well as secondary methods questionnaire, sample survey, journals etc. The core concept of the study so undertaken here is to analyze Employment satisfaction and their level of customer services at Sainsbury In order to conduct the study the primary data will be used in order to gather the information so required. This section includes the a variety of tools as well as techniques in order to collect the important and necessary data with respect to research study that is helpful in order to conduct the investigation as well as explanation of the gathered data in a well-organized manner. The research methodology chapter will be persistent by the data scrutiny and its analysis so bring the study at the meaningful end.

The methods as well as techniques used for the gathering the data and the process that describe how the study is to be done are also discussed in this chapter. The section has incorporated with each and every facet with respect of the aims as well as goals of the study. As the study involves the Employment satisfaction and their level of customer services at Sainsbury thus it is very necessary to have all the way through study of all the applicable data.

Research methodology is very significant as well as important component for implementation of the research study in the most enviable way. It is the backbone of any research study. It makes available the firm proper base on which the entire research study can be structured and conducted on which the broad outline can be make. On the other hand the last part of the research methodology will be ended with the meaningful conclusion. As a result it becomes very significant to contain the necessary information and ability in order to create the appropriate as well as accurate decisions. (Finlay, 2011)

In this research methodology chapter a variety of data and the required methods and techniques for the intention of its study has been composed. As a result if the researcher needs the appropriate and well-organized finishing point of the research one must depend on the good organization of the data gathering process and its analysis. Thus it is very essential to choose the preferred as well as correct method for the data assortment. The kind of data assortment and its techniques on the whole depends on the central part and objective of the study. In view of the fact that the whole research is dependent on the quality of the data and it must not give the wrong impression about the study therefore it becomes very important task of gathering the data. For carrying out the research methodology various methods are available with the researcher and all this methods have their own merits and demerits. Therefore it can be said that it is the most fundamental stage of the research and thus ultimately achieve its objectives. The selection of methods of data collection largely depends on the research topic to be taken.

#### **Flow diagram of Research methodology**



#### **Research design:**

This particular title involves the arranged as well as logical training of the arrangement in order to conduct the research project. The research so selected is more or less in this case is the exploratory research. The tools and method so chosen for carrying out the research study serve as the base and assist the researcher to examine, understand the composed data in order to achieve the research in appropriate manner. Thus the data so collected is based on the selection of the sample from the whole target population. The following process will be considered for the concerned study:



In order to make the research study more meaningful the research design will include the following points:

- Research design so taken is exploratory so will be based on the sample of the target population for the data collection.
- Sample survey should be performed through the primary data gathering technique that is primarily all the way through the questionnaire.
- Statistical tools should be used for the dimension and leveling of the data so composed from the sample survey all the way through questionnaire design as well as its measure degree of correctness of the responses expected from the possible respondents who are selected as the sample representing the whole population.
- In order to improve the clearness of the research study the, expressive investigation will also be use so as to help the researcher in achieving the final goals as well as objectives of the research study.
- The research should be conducted on the foundation of the sampling method as well as the sample size.

Following are the main causes for the selection of the specific research design.

The study is based on Employment satisfaction and their level of customer services at Sainsbury for that reason the dissertation have need of the methodical as well as watchful process to be followed. The following are the main causes for the selection of the specific research study which are as under:

In the following research report the exploratory research has been taken the place which will help out the researcher in thoughtful analyzing the course of action with respect to research study. On the other hand descriptive research is used to make available the important foundation all the way through which the data composed as of the respondents can be in point of fact be analyzed and thus provides the researcher in identifying those factors affecting the considered issue. It can also direct in making an allowance for, assessing and investigating a variety of elements impacting the study. It is very necessary that the methodology has been done with the proper sequencing because of the study

must be placed in the intended as well as designed manner so that the objectives of the research can be accomplished. Consequently it found out to be necessary for investigator to bring together the gathering data and investigate the data in an appropriate way in order to bring to a close the research study at a satisfactory position. But on the contrary, the things if fluctuate from the anticipated ones than it will become complex for the researcher in order to get crux of the research study in the meaningful way as well as having an important effect on it.

### **Data Collection Method:**

It is extremely necessary that the overall things should be framed in the designed way by the investigator so that the objective of the research can be accomplished and report entire progress. The research study is fundamentally depends on the data which will be collected such as Primary data as well as Secondary data. Those two kinds of data should be accumulated from the valued sources which are able to serve the study beneficially. The two sources such as and secondary sources are first and foremost used in the research study for the accumulation of data. Data validation and reliability are very vital part which should be considered at the time of data gathering. It is already known that the techniques and its constituent should bring together with each other in order to get correct understandable picture that is able to present the facts with respect to considered research study. The primary data can be gathered through organizing qualitative as well as quantitative data. Primary as well as secondary data collection methods used in order to accumulate the data all the way through the numerous tools involved in them.

#### **Primary data:**

In order to collect significant data primary data source is extremely necessary source. In this research study, research structured two major tools interviews as well as questionnaires in order to gather the data. Primary data can be composed all the way through study the review as well as questionnaire occupy meeting to the target population for the research study. These methods are extensively as well as well organized methods to put out the data from diverse levels. The primary data gathering has been well thought-

out as the simplest shape in order to search out successful and correct data if the method is taken appropriate so. This source of data collection will give a further thoughtful knowledge about the circumstances and also several advantages and limitations if encountered. Through the primary data researcher can get a hold with respect to actual response towards the research questions from the individuals who come across a variety of things. With this particular topic, there is require to know views of diverse people at dissimilar level and market analysts also to know about the employee satisfaction and also about the service quality given by the satisfy work force so the primary resource of data will give actual responses.

#### Secondary data:

A case study should have secondary data with the primary data to formulate an effective and proper research. Data can be gathered through the internet in the study which is a huge source itself. In the secondary data, the assortment of data must be done with the various facets such as websites, books, government reports, journals and other important and related research and studies which has been done by the other researchers which is known as literatures. Secondary data can be got more suitable in order to use because they are already strong as well as planned.

Before the use of secondary data in the research study, if researcher makes the use of secondary data in the research then there should be a care full study. In the case, where the researcher does not have a lot of knowledge with respect to the selected issue then researcher uses secondary data in the research consideration. The primary dependable cause behind it is secondary data is a not a unique data as primary data that can be match with other and from it researcher can get the details as well as information on any type of topic. It is also used when researcher have less sources as well as less time to conduct a research, and also in the condition when it is not possible to go with primary data only.

Secondary data requirements a careful study as well as investigation before considered for any aim in the research. Secondary data sources should be a variety of such as



government trade statistics and other credible trade journals, publications, research which have done on whole the organization conditions etc. the various types of secondary data that considered for study in this research report pertains to requirement, resources and government guidelines over there. Secondary data can be got at anyplace as well as at any time as and when necessary. For the assortment of the data the methods as well as the resources used in carrying out the study must be correctly chosen. Along with this not only the raw information but the target area and target population must also be preferred so, because the study so carry out for the most part depends on the questionnaire as well as the other primary methods of data gathering. So it becomes very significant to decide on the sample population of the target area keeping the intention of the study in mind. With the aim to assess the procedure whether it is going in appropriate way suitable targets should be established so to have the efficient manage over the whole process.

In order to gather the data for the selected issue that is employee satisfaction and their level of customer's services. There is need to conduct interviews as well as questionnaires. Questionnaire incorporated with some of the questions which are framed in order to find out the answers of the researcher's questions. The interview can be informal as well as formal and also as per the situation whichever it will be at the time of interviews. It depends on the time and other factors that which technique will be taken by the researcher. (Michael, 2006)

### **Sample size**

50 respondents have been taken for the research study.

### **Sampling Type**

In this research study, the researcher will use probable sampling. Judgmental sampling was not used in this research because it is on large scale.

**Sampling population**

In this research, the target population has been taken as employees as well as some of the consumers.

**Data analysis:**

In order to carry out the effective and appropriate analysis of the collected data from the various sources of primary and secondary sources, there will be a requisite to organize a range of various statistical tools such as pie charts, bar graphs, line charts, histograms etc to carry out the entire process of data analysis in a better and an effective mode. These statistical tools are competent enough to accomplish the research study and convey the satisfactory results according to the desire and expectation of the researcher. In this research study it is vital to conduct the study in suitable approach and requires in providing the suitable and reliable recommendations and suggestions so as to serve beneficial for the entire organization and for the employees also in delivering employee and customer satisfaction.

**Study Period:**

In the concerned study, the research period of about 2 months is required in order to conduct the research study more effectively. In understanding the behavior pattern of employees and the drivers who motivate them at work place provide satisfaction with regard to work the period of at least 2 months is sufficient enough in putting forward the viable suggestions and recommendations to the organization on how to satisfy their employees which in turn with their services will render the effective customer services. In the research study, the time span of two months will be considered as follows:

Introduction of 10 days time is taken then 20 days of time span on carrying out literature review is done. Research methodology part has taken the time of 10 days in collection of

data from both the sources that is primary as well as secondary. Data analysis and conclusion have taken time of 20 days in completion of the research study thus yielding satisfactory suggestions and recommendations to the organization with regard to employee and customer satisfaction.

**Research process:**

It is considerably required by the researcher to understand that every research study is reasonably exclusive and distinct in one or the other aspects and thus the steps to be followed in order to accomplish the research and reach out at desired results also differs either to some extent or considerably. Therefore researcher before starting up with the research process is importantly required to make up an outline of the overall research process to be carried out. This outline helps to identify the deviations easily and thus proper measure can also be taken to avoid such deviations arising in the research process. There is assortment of numerous steps which are involved in the concerned research process which are as follows:-

1. Discovering and ascertaining the main notion of argument with respect to the concerned study.
2. Developing the aims, objectives and purpose of the study which is to be commenced.
3. Forthcoming step is to design a proper and feasible plan.
4. Scrutinizing the collected data from primary and secondary sources as per the procedure to be undertaken and benchmarks which are pre-decided.
5. Last step of the research process involves the presentation of findings.



### **Assumptions of the study:**

The research study so undertaken will be based on certain assumptions. These are as follows:

- In conducting the study time and money factor will not affect the research study.
- Sample size and the target population so selected for the study will be assumed as representing the whole of the population.
- Sampling method so selected will provide the answers free of errors.

The precision and consistency level of the data is more than enough for conducting the research study. (Finlay, 2011)

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### **Justification:**

In the current era it is vital to have a proper and good command on the work force of the organization. It can be done in better way through the employee satisfaction. Today base for the sales volume should be taken is what type of services an organization is providing and if employee is satisfy then he can make a consumer satisfied. So this topic justify itself with respect to whole marketing and organizational environment. The scales used

for surveying helped to study for the employee satisfaction and their customer services at Sainsbury organization. It will make the association more creative than earlier. This reading is suitable to bringing out numerous facets with respect to within the organization as well as outside management. If the firm will come up to make out how to deal with the challenges as well as difficulties with respect to employee satisfaction and also with the customer satisfaction, it increases level of yield and profit as well. It would also help in the competitive edge.

Human resource is the most important assets for any type of firm and holds more importance when any challenge has come. An organization has to adopt the strategies to make satisfy whether they are employees or customers. All this show how far the chosen topic for research is justified in the present context of business.

### **Reliability and Validity:**

Reliability of any test can be studied through reliability coefficient also called statistical choice. If the test has the same result with positive consistency then one can think that the results are reliable and it can be suggest that study is reliable. In any kind of research validity is an important issue because validity was found to be high in the research. In general terms the word validity is known for time duration.

### **Ethical issues:**

It is pre requisite in order to conduct any research study any researcher is required to permission of the respected people who are being affected or cover under the scope of the study. Thus in this concerned study the employees of the organization are being studied and their level of satisfaction with regard to enhancement of rendering the customer service. In today's competitive business environment it is of primary importance to satisfy the customers who are ultimately satisfied from the satisfied employees of the

organization. Therefore, in order to collect the primary data the interviews, questionnaire, and survey has been conducted after due consent of management of Sainsbury. Formal permission has been taken by the concerned authorities. Thus there is surety assured that in carrying out the qualitative research and method used will not create any type of the ethical issues.

### **Conclusion:**

Research methodology is the support and strength for any research study so undertaken. The concerned research study is based on the concept of employee satisfaction and the level of customer services rendered in Sainsbury. The research methodology followed in this study is explanatory and various qualitative and quantitative techniques will be used for the analysis of the data so gathered through both primary and secondary sources. Thus the data will be collected from conducting interviews, questionnaire, journals, newspapers, magazines, organization's websites etc. The study also faces some constraints as the research study is directly linked to the employees and their satisfaction level with regard to provision of effective customer services. The requisite to fill the questionnaire form from the employees is a tough task. The other major constraint was to take the internal information of the organization and its employees do not reveal its internal information because of the privacy norms of the Sainsbury. And for this they provide the information which is not reliable or such information which may affect the goodwill of the organization.

## **Chapter 4**

### **DATA ANALYSIS:**

#### **Introduction:**

Data analysis is the procedure which is being conducted in the research in order to transforming the data in the valuable information. Researcher always we has done the concentrated effort on the transforming. In order to get desired result there is necessity of analyzing the information. In this section the only aim of the researcher is locate the proper information and analyze them to get right outcome. With the help of analysis a researcher can get the conclusion on the considered issue. In this case, through accurate analyzing the data researcher can search out the concluding part to take the wanted decision for employee satisfaction at Sainsbury and there level of customers services. In the data analysis there are levels with all sides of the technique involved in it with the various themes. Data mining is one of the techniques for data analysis. All the way through Business intelligence information can be collected for the following research. In the data mining method which is used is not only used to explanation but it concentrates on the information projecting. There are many types of the application; those are exploratory, descriptive and confirmatory. When there will be use of hypothesis then it can be called as Confirmatory analysis. Exploratory analysis can suggested for novel characteristics. The inventor with respect to the data of the examination is the data integration. A structured order can give the way in order to gather the primary information, that is suitable when the data consists of well framed ordered. There should be carefully filtering in the procedure of analyzing the data and the appropriate concentration for the whole is required for the process. All the way through data analysis a researcher alters the unorganized data into the organized data and as a result it makes known the data in the form of significant information which can use for further study in researcher project. It is very important to study the data to get a hold to the preferred outcome.

### *Data analysis process:*

Process of data study consists of the variety of levels which can be explained as follows:

#### Data Cleaning:

Data cleaning is nothing but a procedure in which the inaccurate data is filtered and through this process the correct data is being remained. This filtering of data is done because the research entails the assortment of a mixture of primary as well as secondary data. This widespread gathering of data shows the way to lot of disorder and confusion. For that reason, there is need to have more focused view data cleaning is done. It can be done when the researcher is on the primary phase of the data investigation that is the entry of the data. There must be a copy of the unique information and it will be enhanced if that would be in the numerous variables and syntax. Every part of the information must be held as well as maintain it carefully for the potential conditions. (Ken, 2010)

#### Initial data analysis:



Sometimes initial data analysis has been taken as primary data analysis but both are different aspects of analysis. Initial data analysis and the primary analysis have unlike features. The initial analysis is working as the rid of impurities that is filtering of the whole analysis. The main aim is to obtain first data consideration study of the research study questions. This consists of the superiority of the data. There should be the appropriate tool for the dimension of the excellence.

Initial data analysis is not the major analysis for the reason that in original data analysis phase the investigator have power over any analysis that is intended for the achievement of the research study purpose. The initial data scrutiny is fundamentally done on the excellence of the data, superiority of the instruments can be used in favor of the measurement of the data and whether the data gathered, investigate and its analysis will successfully serve the intention with respect to the research study has been considered.

At the same time as, main analysis is developed answering the study questions as well as consist of the study vital for drawing the outline with respect to the report on which the whole research study will based. Two major approaches can be used in this phase of analysis they are exploratory as well as confirmatory approach. The approach to be chosen is resolute earlier than gathering the data.

Exploratory approach: this is the approach that can be use in order to examine the data that has been collected. It is one of the most vital tools used in analysis. It is based on several kinds of graphical methods. The method used in the research study consists of a variety of graphs such as pie chart, histogram etc. and its understanding which are discussed in the research report later.

Confirmatory approach: Happiness of people is one of the most vital instruments to determine the achievement of any organization. Confirmatory data analysis approach is such instrument which makes help in measuring the success of the research study.

Questionnaire: questionnaire is also one of the most significant instruments which include numerous kinds of questions which are based on the research issue that has been undertaken. These questions are being asked to the people who are associated with the respected issue, the respondents were randomly selected. The respondents are directly or indirectly affected from the research. This questionnaire gives out the most important instrument for fundamental research of the project. The questionnaire undertaken is all the way through email that is using of computer networks, on paper, through verbal communication in the form of interview.

The numerous kinds of questions asked from the respondents with respect to the research issue that consist of the following.

Questions are as follows:

- Are the employees satisfied with the condition as well as surroundings of the organization?
- Are objectives and strategies of the organization being conveyed to the employees?
- Is there sufficient flow of information and utilization of effective communication channels?
- Is there exist good relation among the peers and with the management people in the organization?
- Are there sufficient chances for team work available for the attainment of objectives?
- . Are your efforts being valued in achieving the overall objectives of the organization?
- Is high level of motivation is given with regard to job satisfaction?

- Are you secured with the level of job security being given?
- Are efficient methods of change being implemented by the organization?
- Are sufficient methods being provided for the accomplishment of the different tasks assign?
- The level to which opportunities are available to growth and development of an individual is available?
- Are measures taken for the resolution of conflicts sufficient and efficient enough?
- Level to which the skills of the employees are being deployed?
- Is sufficient degree of flexibility and liberty being permitted?
- Are employees satisfied with the overall prevailing working conditions of the organization?
- Is provision of salary appropriate with regard to experience of the employee?
- Is reasonable amount of work is assigned to the employees?
- Level to which interference is not given to employees?
- Are employees satisfied with the prevailing physical working conditions?
- Discrimination on the basis of sex, educational background, and race is incorporated in the organization?

### **Findings and analysis:**

In an order to examine the association between Job Satisfaction & Job performance, the researcher carry out a survey in a variety of Telecommunication Corporation in Islamabad. In order to formulate a clear print of it, the researcher breaks up the Job Satisfaction into three main elements:

- 1) Task Satisfaction
- 2) Employee Satisfaction
- 3) Market Satisfaction

If there is proper execution of the performance as per the requirement of the job then the task satisfaction will take place. Encouraging an employee by provision of monetary incentives for rendering work performance is also with regard to accomplishment of tough task. However monetary incentives do play a crucial role in motivating an employee to perform his task in better manner but it is not necessary for him to enjoy his work rather than just completing it.

Employment satisfaction is the aspect which incorporates with the elements such as personnel guidelines, profits, line of business chances, effort surroundings, and way of management, fit in the association, etc. Some element can be considered as the controlled in the approach of the organization but at the same time some elements also exists which are beyond the control of the organization. For example, the organization can ordered to the employees to behave good and professionally with the peers but on the other hand if there are some disputes among them then a company cannot order them to be close friends. In that situation if employee will cooperate in order to fulfill the aim of the organization then only organization will also beneficial for them.

Market satisfaction has been built of forces that have huge impact on the individual's job in the company with respect to external environment. Job satisfaction can be affected by the some public rules and regulations as well as political situations. Even though the macro and micro environment factors are un controllable and beyond the reach of an individual but organization always makes an effort in satisfying their employees irrespective of the environmental changes. In many of the cases, market movements will be same and steady for all of the organizations; the same outside forces will be present even if an individual changes employers. On the other hand there are dissimilarity in the outside forces have an effect on jobs surrounded by the government as well as those surrounded by the private industry.

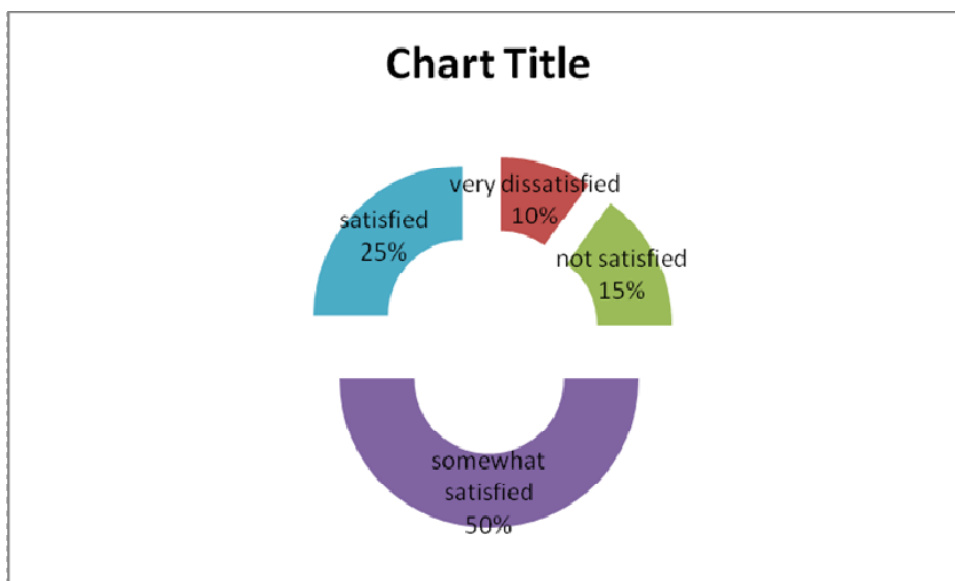
Keeping in mind these basic elements of Job Satisfaction, the researcher organized a Questionnaire and carried out the research study through survey of employees. The analyses of these questionnaires are:

1). Convey of objectives and strategies to the employees:

The objectives and goal should be communicated to the employees also which in turn crates in the sense of belongingness and also clears the picture regarding for what they are being working. The clear goals and objectives provide them to work accordingly in achieving the respective goals.

Q. Are objectives and strategies of the organization being conveyed to the employees?

Very Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total percent



### Interpretation of results:

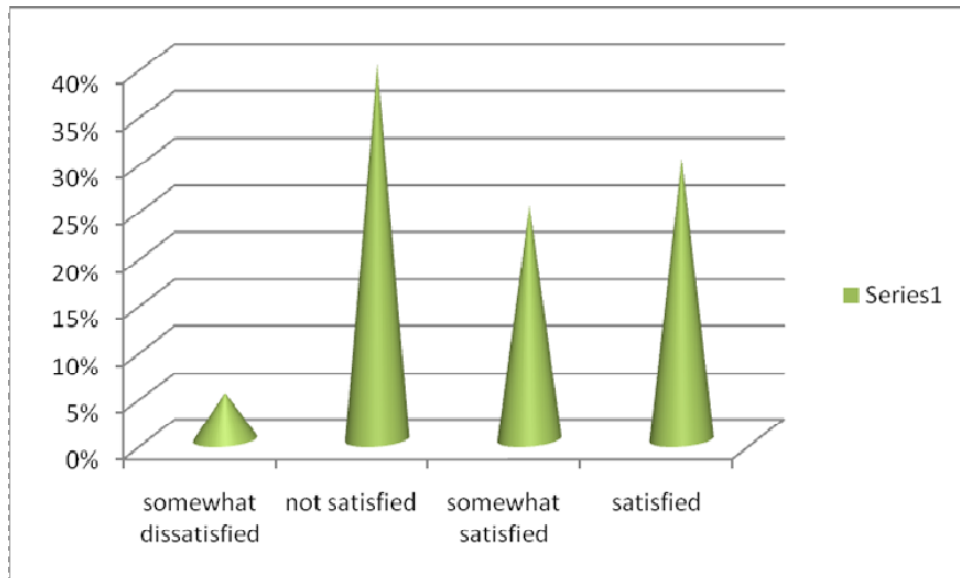
About 50% of the employees were somewhat satisfied regarding the conveying of objectives & strategies in the organization. The findings revealed that the company is focused on conveying its objectives throughout the Organization and also it reveals that the employees also works efficiently in order to achieve such objectives as communicated. (Finlay, 2011)

### 2). Flow of information and communication channels:

Information with regard to work and the organization should flow freely at all the levels of the organization. Any blockage in the flow of information will hinder the working of the employees of the concerned level of management. Also with the flow of information communication channels should also be proper enough and appropriate. This makes the employees equipped with required information in a systematic manner and makes their tasks easier.

Q. Is there sufficient flow of information and utilization of effective communication channels?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

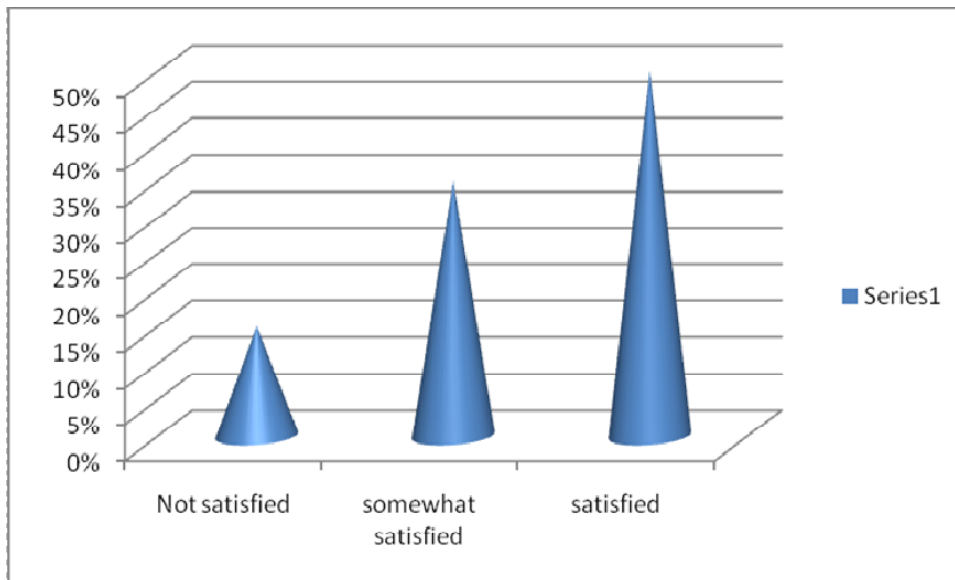
Majority of the employees were highly not satisfied with the communication channels and information flow in the organization. However there were some employees who were satisfied with the information flow within the Organizations and stated that the channels used for communications are efficient.

### 3). Level of relationship among the peers:

The development and maintaining the relations among the peers are the pre requirement of the organization otherwise it will lead to unnecessary conflicts which are a complete wastage of resources and time. The relations is not only required with the employees at same level but also with the employees working at the different levels. As development and maintenance of the interpersonal relations play a very important role in providing the satisfaction to the employees. (Ken, 2010)

Q. Is there exists good relation among the peers and with the management people in the organization?

Not Satisfied, Somewhat Satisfied, Satisfied, total.



Interpretation of the results:

The survey so undertaken revealed that majority of the employees were found to be satisfied with the existing relation among peers and the management people.

4). Level of team work:

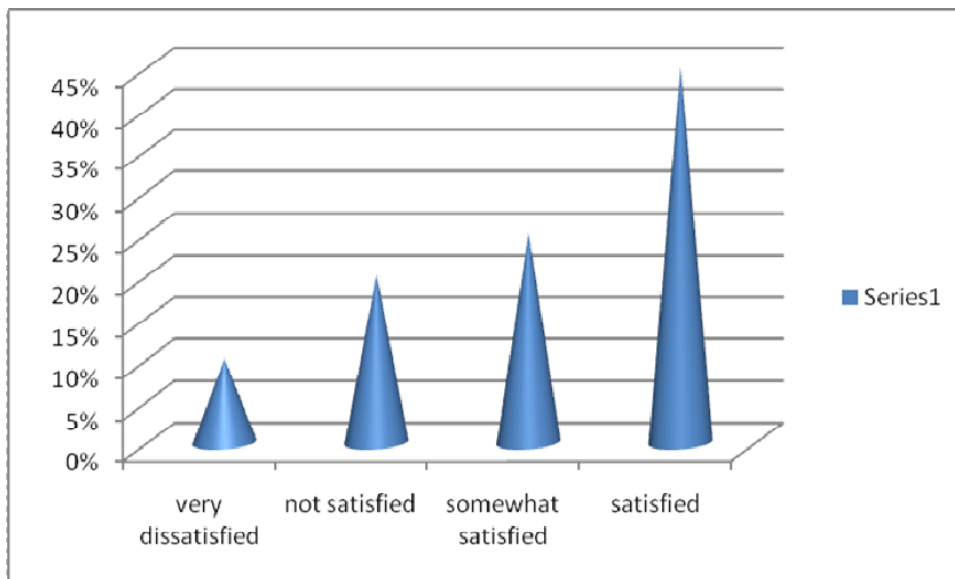
Team work is the most vital and crucial element in the organization in order to accomplish the pre determined goal in an effective and timely fashion. It also creates the



environment in which the employees can interact with one another and thus develops and maintain interpersonal relations.

Q. Are there sufficient chances for team work available for the attainment of objectives?

Very Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, total



Interpretation of results:

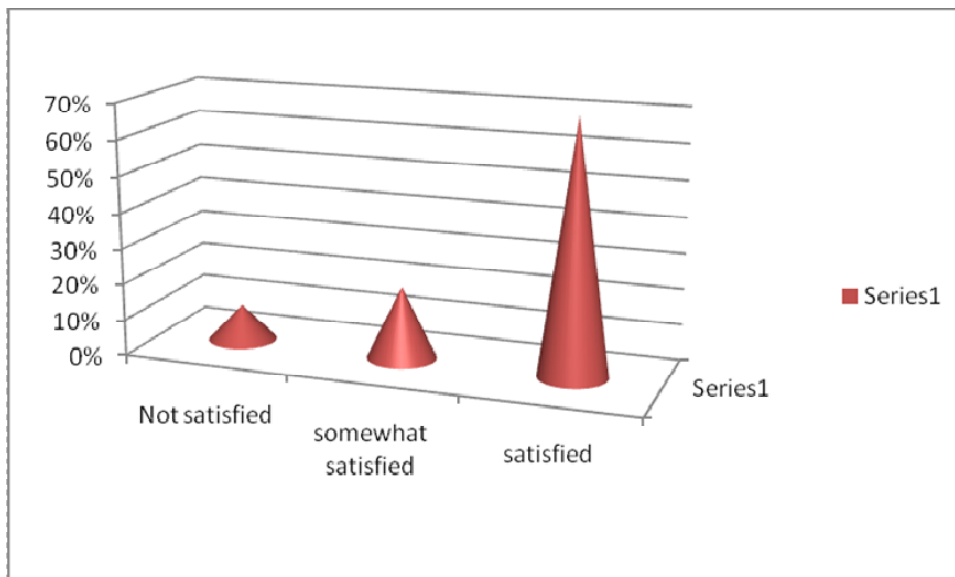
The result from the survey revealed that the maximum employees stated that the chances and the environment being provided for the team work are satisfactory.

##### 5). Degree of value given for the employee's Effort:

In the organization it is often found that employees are more satisfied and committed to their work if their work efforts are being given value and is appraised among their coworkers. The appreciation makes them feel encouraged and provides them the feeling of belongingness to the firm. They feel their importance in the organization and thus ultimately boost satisfaction in them with regard to their work and the organization.

Q. Are your efforts being valued in achieving the over all objectives of the organization?

Not Satisfied, Somewhat Satisfied, Satisfied Total Percent.



Interpretation of results:

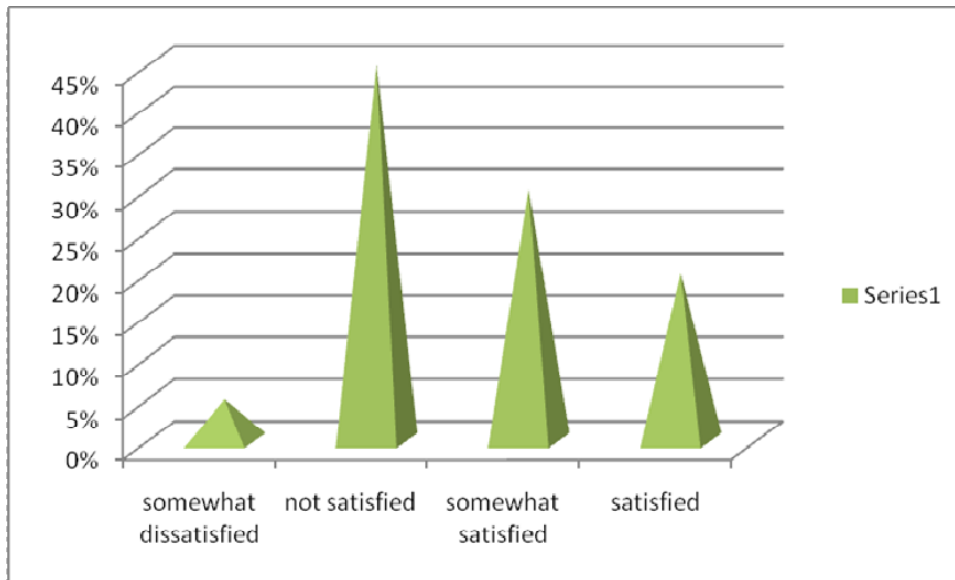
The results have shown that more than 60% of the employees are satisfied that their efforts are being valued.

6). Level of Motivation being provided to the employees:

Motivation is the most important and crucial element in enhancing the long term success of the organization. It plays a dominant role in encouraging the employee's work efforts and also encourages them to perform better in their tasks. Motivation can be given in monetary terms or non- monetary terms. This may include interaction with others, security in terms of job, growth and development and healthy work culture and environment etc.

Q. Is high level of motivation is given with regard to job satisfaction?

Somewhat dissatisfied, not Satisfied, Somewhat Satisfied, Satisfied, Total.



Interpretation of results:

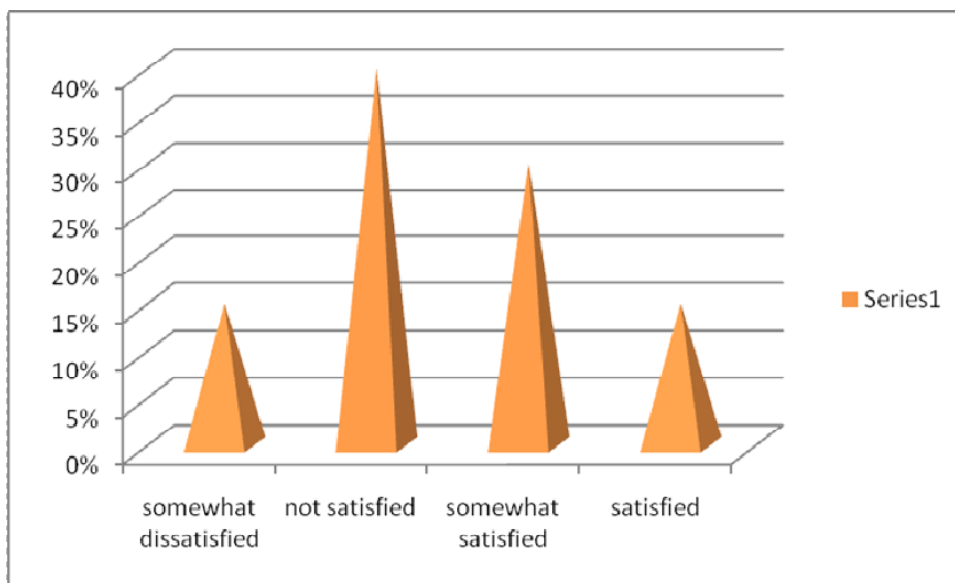
The result of the survey confirmed that majority of the employees were not satisfied and somewhat satisfied with regard to the motivation being provided for rendering job satisfaction.

7). Security level being provided with regard to job:

Job security is one of the key elements playing a very critical role in employee satisfaction in respect of their job because of the uncertain and changing business environment. In today's business environment the business activities are highly unpredictable and so in such case provision of job security is the key element rendering the satisfaction among employees with regard to their job and also to their organization as a whole. But on the other hand if employees often work in the feeling of losing their job it might affect their performance level and also will not be satisfied with their job.

Q. Are you secured with the level of job security being given?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

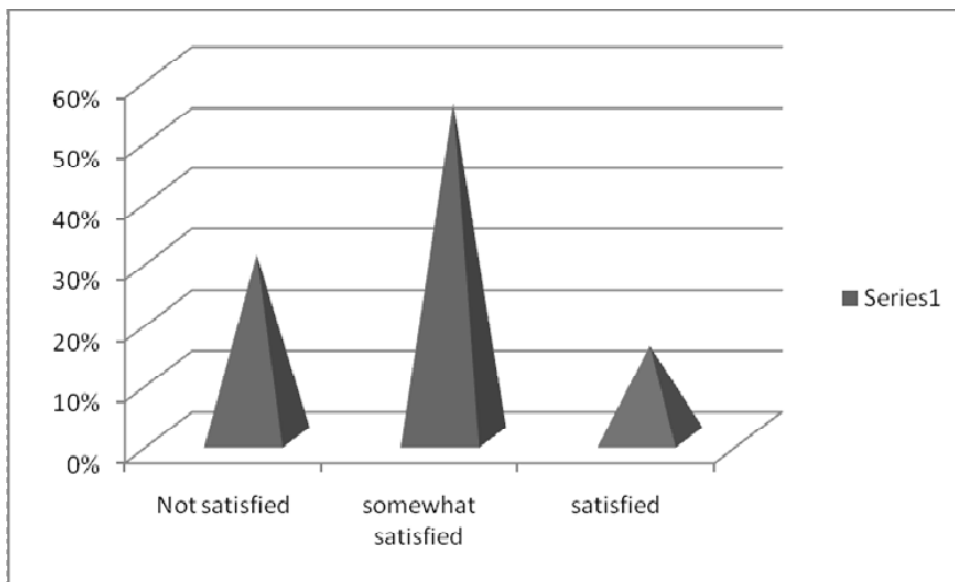
Maximum of the employees were found to be not secured with their job. In practical terms it's a big concern for the organization to provide job security for the employees especially those working at the lower and the middle level.

8). Methods being adopted in executing Change in the organization:

Change is very necessary in order to cope up with the changing business environment and also to over come the changing needs and wants of the consumers. Without implementing effective and timely change the organization is often live behind in the race of competition. While executing change employees often face problems and thus hinder their level of performance. It is required for the organization to effectively implement change.

Q. Are efficient methods of change being implemented by the organization?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Total



Interpretation of results:

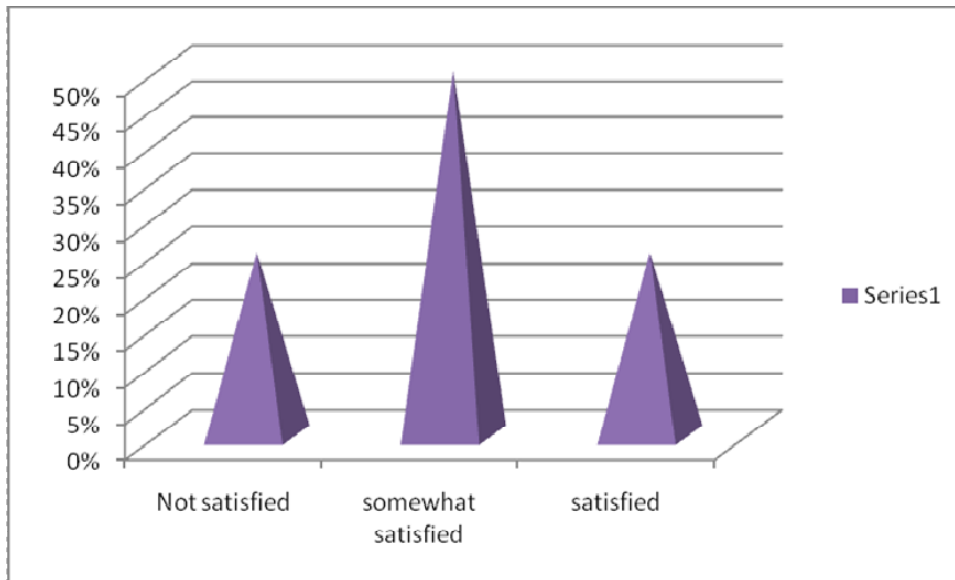
The overall result of the survey showed that the maximum employees of the organization were only somewhat satisfied with regard to the methods used in implementing change.

9). Level of performance of the employees with regard to work assign:

In order to find the relation between the employee satisfaction and the level of the quality of services being rendered by them to the customer is to identify how the employees perform their work assigned and also the methods being incorporated by them. It is required for the organization to provide the sufficient and effective ways to perform their tasks assign otherwise unambiguous working conditions will lead to dissatisfaction among them.

Q. Are sufficient methods being provided for the accomplishment of the different tasks assign?

Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

The outcome of the survey revealed that approx 50% of the employees were somewhat satisfied and half of it to be found as satisfied from the methods being provided in accomplishment of their tasks. (Finlay, 2011)

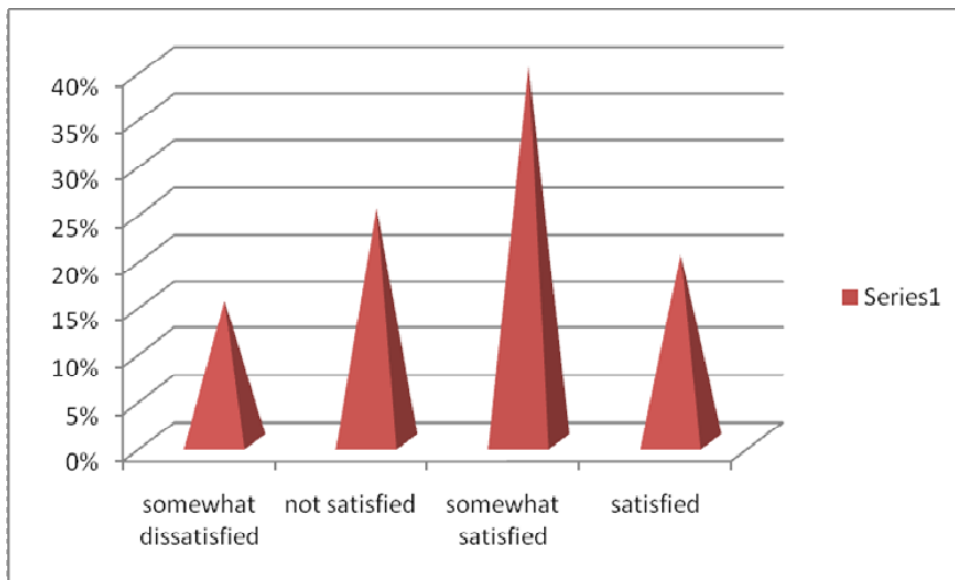
10). Level of individual Growth & Development:

The sufficient opportunities for the growth and development should be given to the employees and is importantly required for each and every organization. If growth and development opportunities are effectively provided to employees they will ultimately be encouraged to perform better with the enhanced level of skills.



Q. The level to which opportunities are available to growth and development of an individual is available?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

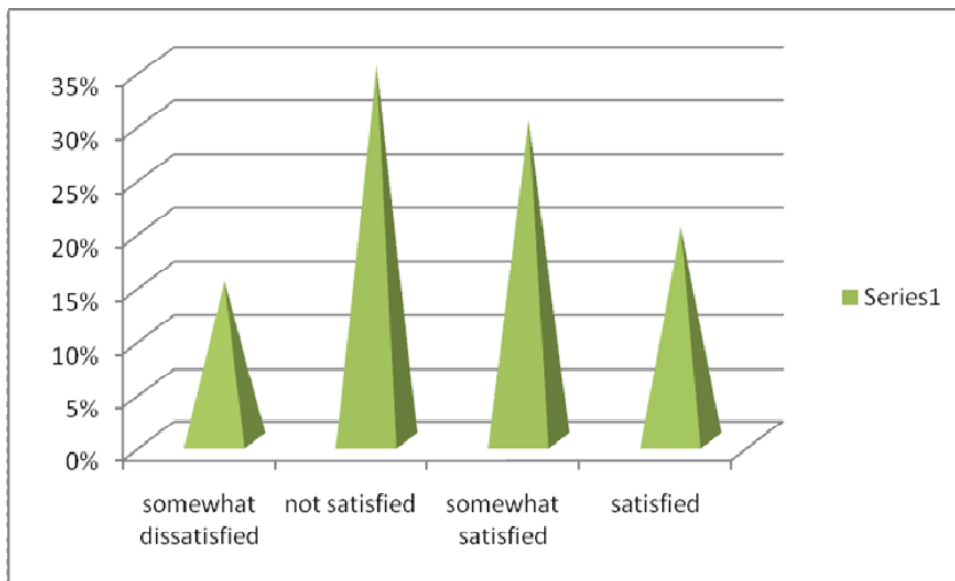
The percentile of about 40% clearly stated that there are sufficient opportunities provided for the growth and development of an individual.

11). Measures taken for the resolution of conflicts:

Conflicts are the inseparable part of any organization as every individual has their own way of work performance and the issues arises with the clashes of the different perspectives of the individuals. Thus it is on the part of the management of the organization to resolve the matters at the earliest in the most desirable manner which in turn is beneficial for both the parties and also for the organization. But on the other hand if the conflicts arising among individuals are not solved efficiently it will it will lead to employee dissatisfaction and hinders the employees performance.

Q. Are measures taken for the resolution of conflicts sufficient and efficient enough?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

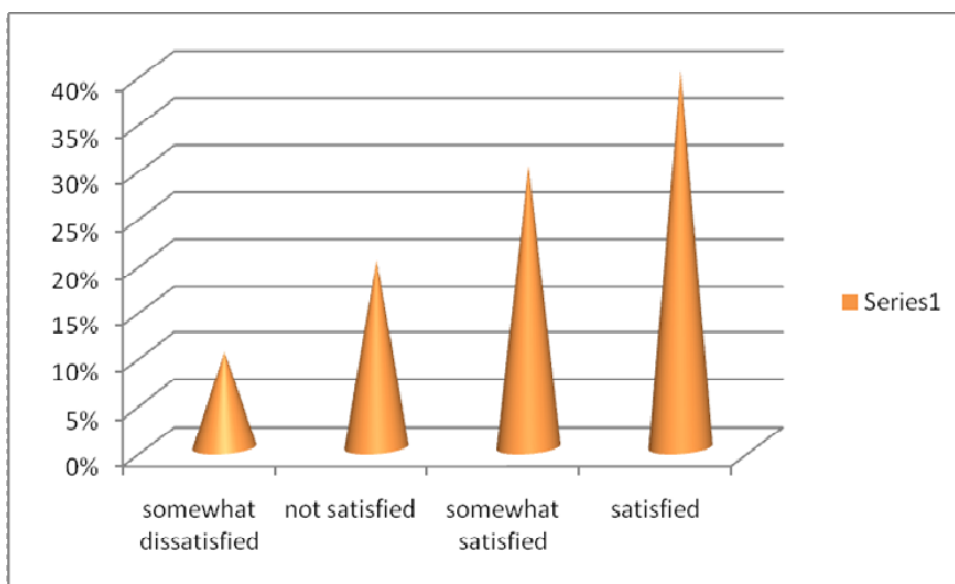
Through the surveys which we have conducted, we found that around 40% of the employees are not satisfied with the measures taken for the resolution of conflicts.

## 12). Efficient deployment of Skills of the employees:

Effective deployment of the skills by the management creates the sense of the ability and recognition among the employees. Thus it is essential for the organization to effectively utilize the skills of its human resource available. Thus it is beneficial for both the organization in timely accomplishment of goal and for the employees to enhance their skills.

Q. Level to which the skills of the employees are being deployed?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

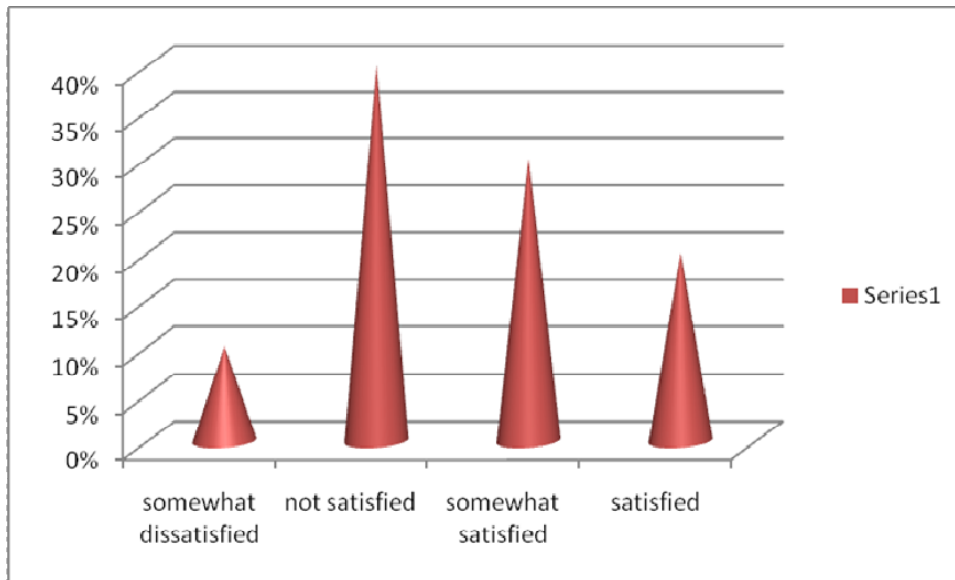
From the survey, it is found that majority of the employees were satisfied on how their skills are being efficiently deployed in the achievement of the organizational goal.

13). Level of Flexibility being permitted in the organization:

Flexibility is very important for the organization to cope up with the changing environment and it is also required for the organization to provide its employees a free environment to perform their tasks which will instill in them the sense of responsibility and enhance their work skills.

Q. Is sufficient degree of flexibility and liberty being permitted?

Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

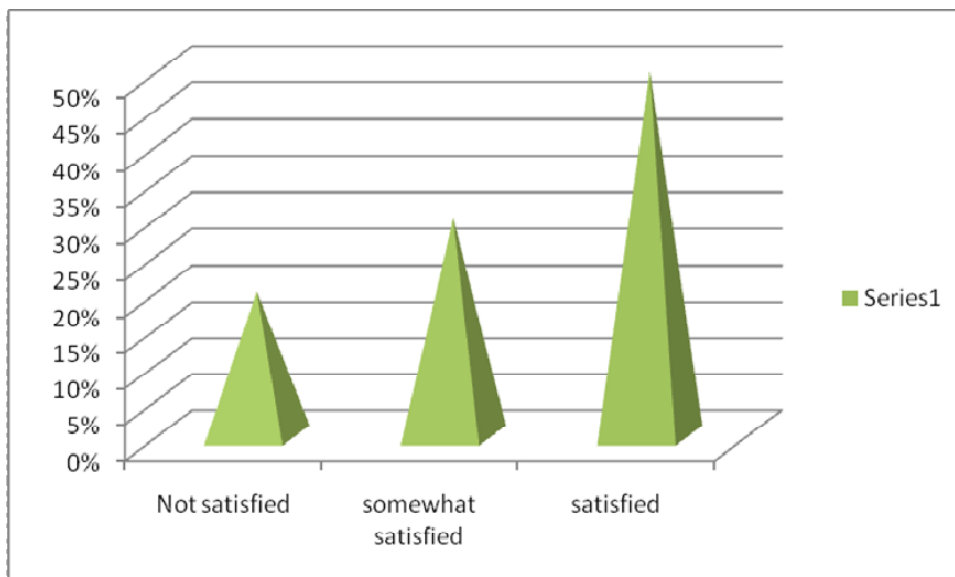
The results from the research revealed that about 37% of the employees feel that they were not provided sufficient flexibility in performing their work. On the other hand, there were about 32% of the employees who feel satisfied in provision of the flexibility in their work.

14). Effective provision of working conditions for the employees:

Prevailing working conditions of the organization creates a positive impact on the individual and motivates him to work in better manner. The congenial environment can be created in number of ways such as rendering effective team work, developing interpersonal relationship etc.

Q. Are employees satisfied with the overall prevailing working conditions of the organization?

Not satisfied, somewhat satisfied, satisfied, total



Interpretation of results:

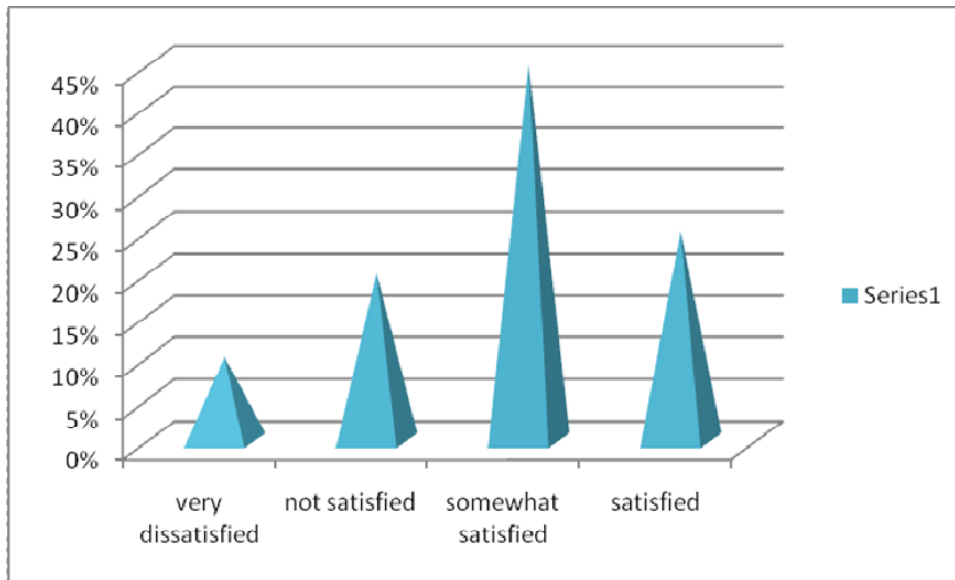
The results have shown that the majority of the employees are satisfied and contented with the overall prevailing working conditions of the organization.

15). Provision of salary with regard to Experience:

It is the common perception that salary plays a very important role in providing satisfaction to their employees. It is required for the organization to provide reasonable salary to the right person. In provision of salary work experience of the person should duly be considered. Otherwise there will be a negative impact on the performance of the employee.

Q. Is provision of salary appropriate with regard to experience of the employee?

Very Dissatisfied<sup>1</sup>, Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied,  
Total



Interpretation of results:

The results from the survey showed that the level of satisfaction is only average with regard to salary as per experience. Where as there are some employees who work under the impression that they are not paid as per their experience level at work.

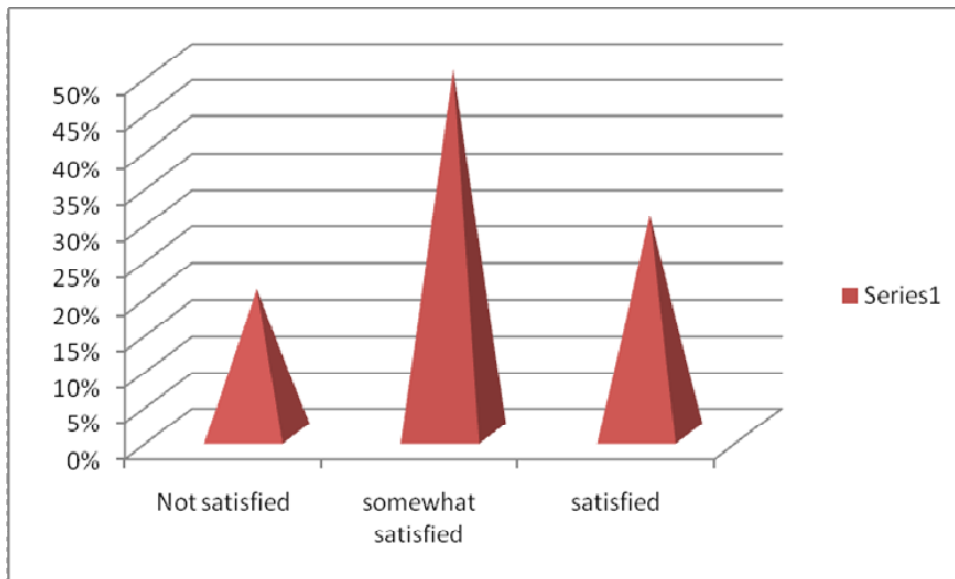
16). Level of work assigned:

Reasonable level of work should be assigned to the employees according to their ability and work experience. Unnecessary work load on employees creates dissatisfaction with regard to their work. Unaccomplished work by such employees reduces their morale and they feel themselves as inefficient in performing their task.



Q. Is reasonable amount of work is assigned to the employees?

Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of the results:

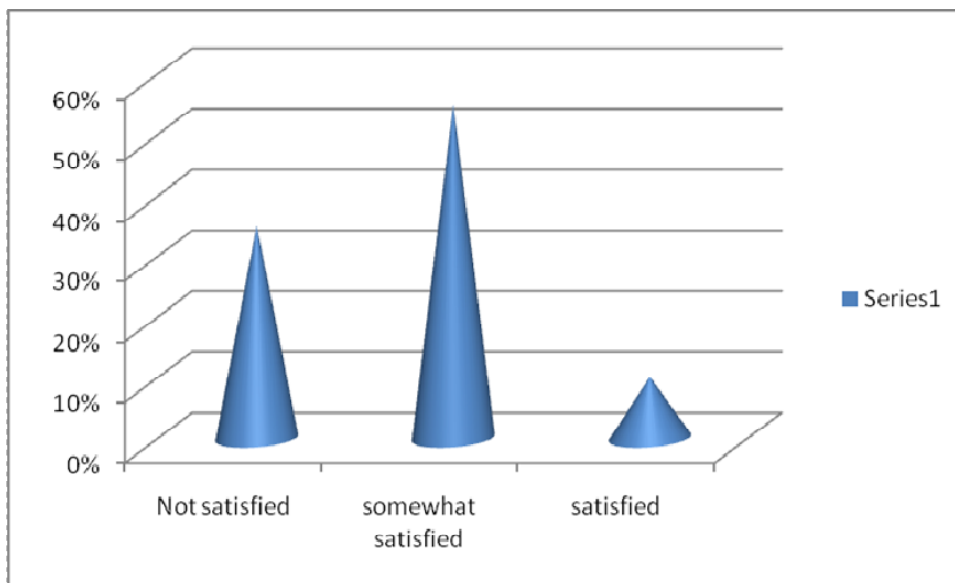
The outcome is satisfactory enough that the employees are contented with the amount of work they are being assigned is reasonable enough.

17). Level of free atmosphere given in the organization:

It is often seen in the organization more the interference from the superiors in the work performance of the employee leads to degrade their morale and performance. Responsibility should be given with the adequate amount of authority without sufficient authority provided employees loses their morale in again and again taking permission from their superiors thus authority and responsibility given also plays an important role in incorporating satisfaction in employees.

Q. Level to which interference is not given to employees?

Not satisfied, somewhat satisfied, satisfied, total



Interpretation of results:

From the findings of the survey being initiated revealed that around 50% of the employees were somewhat satisfied, and a small figure of about 7.5% showed the satisfaction level among them.

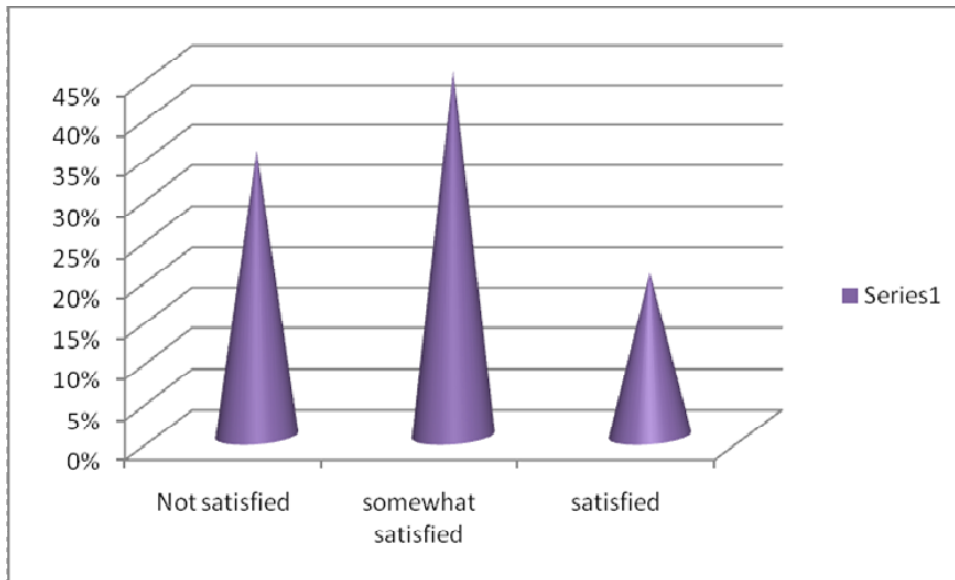
.

#### 18). Level of provision of physical working conditions

Provision of physical working conditions is very essential in enhancing the performance of the employees as availability of the required resources on time and place saves their time and also unnecessary wastage of time and resources.

Q. Are employees satisfied with the prevailing physical working conditions?

Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of the results:

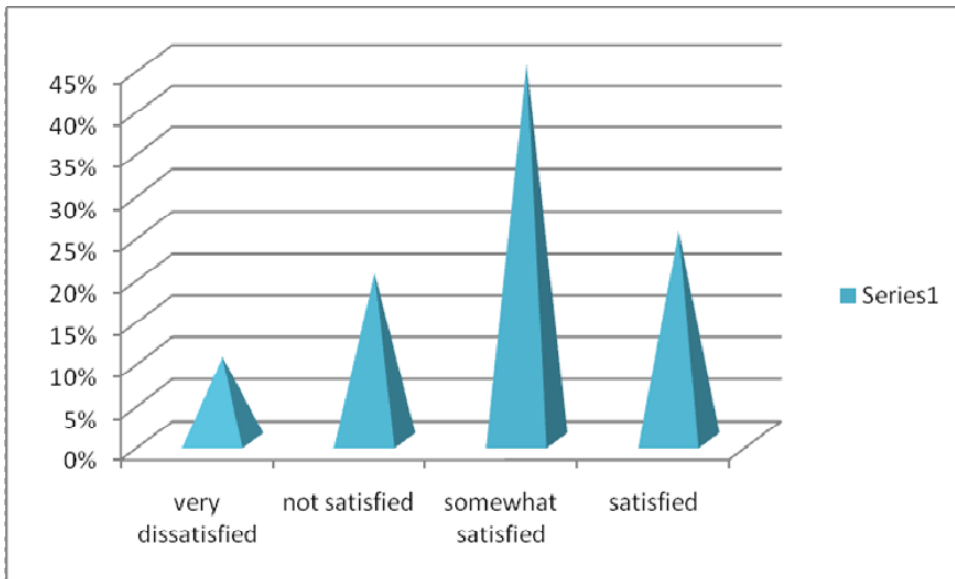
The results so found showed the conflict among the level of employees being somewhat satisfied, satisfied and not satisfied.

19). any sort of discrimination created at the place of work:

Discrimination at the work place if undertaken among employees creates a negative impact on them and thus leads to poor work performance. These differences can be based on the various factors such as gender, caste, race etc. The management of the organization should always try to avoid such discrimination prevailing among employees in order to create an effective work culture and thus allowing them to work without any fear of differences.

Q. Discrimination on the basis of sex, educational background, and race is incorporated in the organization?

Very Dissatisfied, Somewhat Dissatisfied, Not Satisfied, Somewhat Satisfied, Satisfied, Total



Interpretation of results:

From our survey, it is found that majority of the employees do not feel any discrimination being done at their work place. On the other hand there are about 16% of the employees who feel that there is discrimination being done.

**Conclusion:**

The other aspect of the survey was also done by asking by the customers with regard to the level of service being provided by the employees of Sainsbury to them. However the answers so revealed from the customers found that they are quiet satisfied and contended with the level of services being offered by the employees at Sainsbury they also stated that the employees were found to be highly dedicated with regard to their work accomplishment. On the other hand on the employees' part the survey was conducted including the aforesaid questions. Thus after incorporating the in - depth analysis of the survey being conducted from the employees of the organization it is found that it is not only the monetary aspect which provides the satisfaction to the employees with regard to their job. There various other factors that plays a very effective and crucial role in providing satisfaction to the employees which in turn enhance their potentiality and ultimately provides better services to the customers. The other factors such as the provision of better working condition, crating opportunities for the growth and development, value given to the efforts and recognition and such aforesaid factors provide satisfaction to the employees. The organizations often provides monetary elements to satisfy their employees in the misconception that it will work but it is not so. Thus from undertaking the concerned survey it is logical to understand that these factors play an important role in creating employee satisfaction and thus leads to provision of effective level of customer service.

After the analysis it can be concluded that the research survey is accomplished according to the topic so considered that the employees satisfaction and their level of customer services provided at Sainsbury. The survey so conducted will assist in placing some suggestions and recommendations in rendering the satisfaction to the employee which ultimately either directly or indirectly leads to provision of level of customer service. Noting down the fact this will be helpful from the perspectives of all the parties involved are the employees, organization and the customers. It is also found that the survey revealed that there are both satisfied and dissatisfied employees in the organization with regard to the various elements associated with the leveraging satisfaction among the employees. Therefore it is essential for the organization to look into the matters that are affecting the performance of the employees and also those elements which are dissatisfying them with respect to their job and work. Monetary provision do play a role in motivating employees but it can be only for a short span of time as it is not necessarily be required that the monetary aspects do play a role in boosting long term satisfaction in them. In the organization the employees are the essential resources and also can perform in the difficult situations also and in tackling customer's grievances. The Sainsbury organization thus required to give due importance on other factors also. (Michael, 2006)

## **Chapter 5:**

### **Conclusion:**

This research study has been concluded that there is huge gap between dissatisfied employees and fulfillment of the degree of the challenge facing most organizations. This scale of calculation can help in order to shed additional insight into the difference between measuring both of them. Measuring happiness is a reactive employee state. Their definite as well as real involvement to the well being of the business in terms of innovation, creativity and productivity is very important for the organization that makes employee with full of satisfaction and it will be beneficial for the organization with respect to customers services. At the same time fully satisfied work force that is excited with regard to their work is inventive, pioneering and wants to put in might point out a lower level of satisfaction with the same organization, as the dissatisfy employee. An organization measures employee satisfaction, they getting data that make availed them with having an important effect on information that will permit them in order to get better their competitive advantage as well as productivity all the way through satisfaction. (Morris, 2008)

In the current era it is easy to expand the business with respect to geographical area but it is quit tough to cooperate with the resources especially with the human resources. There is need to have a proper human resource management to make work force happy. One of the most important perspectives of the management is that only happy employees are able to create level of satisfaction in the consumers. So in order to lead the success it is vital aspect for the organization that is employee satisfaction. Deals with the customer can be successful because of the proper interaction level and it will be due to happy employee. And so on and on the interaction spirals, virtually feeding on it. In the section of data analysis there was a proper survey in order to know views of employees as well as customers towards all the process and facilities which ever has been given by the organization. (Keith, 2008) In that section researcher has been realized that there is requirement of proper training as well as development system which can make employee



happy as well as satisfied. Open door policy can be developed in order to make employees comfortable with respect to tell their opinions to the top management. Open door system helps to create a feeling of togetherness in the employee and then employee also feels that he is important part of the organization. In order to make employee satisfy and make feel them as one of the most important part of the organization top management can know their opinion on the various policies and other related dealings. In any type of industry or organization there is one common thing that is satisfaction mirror. All the way through satisfaction mirror one can know the reflections of the organization such as employee satisfaction leads to customer satisfaction and it reflects on the outcomes of the businesses. Employee satisfaction also depends on how an organization treats their employee. In order to make satisfied employee with the available resources motivation should be use as the important element. (Michael, 2006)

After the survey, it can be suggest that the force of the relationship may be dependent on four of the elements that can be describe with respect to performance such as capability, satisfaction, loyalty, and productivity. These four elements are thought to directly influence customer satisfaction (and ultimately loyalty) in the following manner:

These four elements are always supposed to affect the level of customer services directly in the following way:

First is the capability that suggests that capable employee always try to give high level services to the customers. These services are provided with the values by the employees. Through these kind of services one comes to know that that employee have proper training, appropriate tools and procedures as well as rules in order to deliver well organized services. Second element that is satisfaction implies that satisfied employee can deal with the customers in better way. They can treat customers better than are their negative thinking counterparts. Loyalty is the third element; loyal work force always deals with one thing keep in the mind that there should be control on the short term demands for the long term profits of the company. Loyal employees also keep on by

means of their organizations longer, dropping the cost of turnover and its harmful effect on service quality. As the result, they may themselves set a priority on high-quality customer service. Forth element can be said as Productivity; Dynamic employees have the possibility in order to move up the worth of a firm's offerings with respect to its customers. Greater efficiency can lower expenses of operations, which can mean lower prices for customers. (Morris, 2008)

If an organization wants to achieve customer satisfaction and capture the market as well then the organization must be focus on the employee needs as well as their satisfaction. In the organization human resource department should work on the employee so that they perform efficiently at the required time to achieve the objectives. There are various companies and those are still increasing in the market; because of globalization they are doing effort towards the customer satisfaction. And for this there is need to satisfy the customers as well.

Customers are the real owners of business. All the work activities of the organization are being directed towards the identification and satisfaction of needs and wants of the customers. The market in this new era is the buyer's market and not the sellers market. The organizations which are successful in determining the desires of the customers and thus provide timely satisfaction of such needs are often close to the success ladder. Due to the incorporation of excessive competition and also the changing demand patterns of the customers it is bit a tough task for the organization to retain its customers for long term. Here the employees play an important role in rendering effective services to the customers as they are the mediators between the organization and the customers. (Keith, 2008) Therefore it is very important for the organization to satisfy its employees which in turn will provide high level of services to the customers. Employee satisfaction does affect the level of customer services no matter it may be directly or indirectly. Therefore on the part of organization and management people it is very essential to understand the issues and relations between the customer service and employee satisfaction and also the role of employees in rendering the effective services to the respective customers. In order to develop and understand the relation between the employee satisfaction and customer

service level the concerned study has been conducted. In order to reach at the desired conclusion the data has been collected from the target population through questionnaire and survey and the responses so received are being evaluated found that there is effective relationship between the employees satisfaction and the customer service. After the sufficient evaluation of the collected data that the employee satisfaction plays an effective role in enhancing the level of customer services provided at Sainsbury. (Smith, 2003)

The survey so conducted has led to some suggestions and recommendations in rendering the satisfaction to the employee which ultimately either directly or indirectly leads to increase the level of customer service. There are various essential areas where majority of the employees were found dissatisfied with regard to satisfied employees. The dissatisfaction level among employees will ultimately affect their performance level of the employees who will thus not be able to render effective services to its potential customers. Therefore it is essential for the organization to look into the matters that are affecting the performance of the employees and also those elements which are dissatisfying them with respect to their job and work. (Morris, 2008) Monetary elements such as salary, incentives etc. do play an important role in motivating employees but it can be only for a short span of time as it is not necessarily be required that the monetary aspects do play a role in boosting long term satisfaction in them. From among the number of resources available to the organization men are the most essential resources which appreciate in terms of their performance over time. For the organization to succeed in this rapidly changing business environment it is utmost important for the organization to provide satisfaction to its employees and also study the areas which are affecting their performance. (Ken, 2010)

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