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DISSERTATION TITLE:

**A STUDY OF THE RELATIONSHIP BETWEEN INTERNAL MARKETING
AND CUSTOMER SATISFACTION A CASE STUDY OF LOBELS BREAD
BULAWAYO**

WRITTEN BY:

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***INDIVIDUAL PROJECT SUBMITTED TO THE MIDLANDS STATE UNIVERSITY IN
PARTIAL FULFILLMENT OF THE BACHELOR OF COMMERCE RETAIL AND
LOGISTICS MANAGEMENT HONORS DEGREE***

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RELEASE FORM

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TITLE OF PROJECT:

**A STUDY OF THE RELATIONSHIP BETWEEN INTERNAL MARKETING
AND CUST OMER SATISFACTION A CASE STUDY OF LOBELS
BREAD BULAWAYO**

PROGRAMME FOR WHICH PROJECT WAS PRESENTED:

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APPROVAL FORM

The undersigned certify that they have read and recommend to Midlands State University for acceptance of a research project titled “**A study of the relationship between internal marketing and customer satisfaction** ” submitted by **SHARON NYAUTA** (R125007Q) in partial fulfillment of the requirements for Bachelor of Commerce Retail and Logistics Management Honors Degree

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Declaration

I Sharon Nyauta do hereby declare that this research represents my own work, and that it has never been previously submitted for a degree at this or any other university.

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Student's signature

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Date

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Supervisor's signature

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Date

DEDICATIONS

This work is dedicated my mother Lauraine and grandmother Selina for being strong women who inspire me each and every day. THANK YOU, I LOVE YOU

ACKNOWLEDGEMENTS

First and foremost I would like to thank the Lord God Almighty, My Heavenly Father who granted me the opportunity to start and finish my degree program. If it wasn't for you Oh Lord I wouldn't have made it through. The Msipha Scholarship fund for the financial support for all these four years i am entirely grateful.

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Thank you

ABSTRACT

Organizations are continuously seeking ways to improve their marketing effectiveness and orientation using internal marketing. Employees are the most important factor in the success and failure of any organization for the company to be at competitive advantage and dominate the market. The study therefore sought to study and evaluate the relationship between internal marketing and customer satisfaction. The objectives of the study were to establish the relationship between employee motivation and customer satisfaction, the relationship between meeting employee needs and customer satisfaction and also the relationship between employee empowerment and customer satisfaction. Literature was reviewed on research done on motivation, employee needs, employee empowerment and customer satisfaction. The methodology used was both quantitative and qualitative approach. A population sample of 65 participants was sampled from a total population of 193 members which included the employees of Lobels retail stores, their management and the customers involved was used to elicit the required data. Questionnaires and in- depth interviews were employed to collect data which was then analyzed using tables, bar charts, pie charts and discussions for better analysis and understanding. The findings show that employees were not motivated despite then management efforts to motivate them, the use of regression analysis showed that there is a positive relationship between employee motivation and customer satisfaction. Employees need to be involved more and empowered by the organization as there is also a strong positive relationship between employee

empowerment and customer satisfaction. Meeting of employee needs is still also not to the level required by the employees. For customers to be satisfied the research findings show that there is a need for internal marketing and its strategies to be fully implemented. Conclusions made can sum up that there is a positive relationship between internal marketing and customer satisfaction which can be achieved with the use of the various factors mentioned above. Recommendations made include the need for the organization to rely on human resources. Management should also conduct efficient recruitment and selection. Training programs must be done often linking to the organizations objectives. Different methods of rewarding and compensating of employees should be practiced as a way to motivate them, and this should be done fairly basing on the market demands or needs.

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LIST OF ACRONYM

IM- internal Marketing

LB- Lobels Bread

LIST OF APPENDICES

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the Study

Organizations are continuously seeking ways to improve their marketing effectiveness and orientation using internal marketing which is part of the Holistic Concept Kotler(2008),Little and Little (2009). In order to increase the quality of service offered to customers some companies are focusing on marketing orientation. Previous research done shows that there is a relationship between being market oriented and being at a competitive advantage therefore all companies have a desire for that. Schlosser & McNaughton (2007).

Organizations are finding it challenging to implement internal marketing effectively due to internal barriers and conflict Kilbum (2009),Lam et al (2010),LeMeunier-FitzHugh & Piercy (2009), Little &Little (2009), Proctor(2010) Schlosser &McNaughton (2007). Smith et al (2006), Wieseke et al (2009).

Studied literature looks thoroughly at the single components of internal marketing with the objective of becoming a market oriented company. Theory on what should happen, why it must happen, who should be part of making it happen Little & Little (2009) and suggestions on how it should happen Proctor (2010). The fact that there have been many articles already published on internal marketing however companies can benefit from more case studies, information and useful instructions on how to implement marketing in business situation Lam et al (2010).

Employees are the most important factor in the success failure of any organization. Lobels being a bakery and confectionery also has a great task and make sure its employees are treated in the best possible way that will see the success of the organization. Employees that have direct interactions with customers highly influence the levels of customer satisfaction. Motivated employees can bring good results compared to unsatisfied employees, satisfaction coming from the levels of motivation given to them. Motivating employees in any organization may seem as an expense but will always benefit the organization in the long run as this improves employee efficiency and customer satisfaction Simon & Devaro (2006). By motivating employee towards their work it results in satisfied customers.

The goal of internal marketing is not just to attract, retain and reward employees instead to compensate more those who are more effective and efficient by providing economic incentive plans that encourage the long term vision of organization .Internal marketing has been linked to work motivation Bell et al (2004), and customer satisfaction Homburg & Stock, (2005); Wangenheim et al (2007)

Wheat and bread consumption per capita has through time increased in Zimbabwe. Although bread used to be luxury product especially among the urban and rural population, it has through time become a necessary good, a staple food this being reported by Daily News (sept2014). This statement is later on back by the Zimbabwe Daily (2015) saying the bakry industry is a critical part of Zimbabwean economy eccounting for 12% of normal gross domestic product. It directly employees 3500 people in 2014 bread output grew by 20%

This study focuses on Lobels Bread Pvt Ltd Bulawayo Zimbabwe a large organization in the confectionary and bread industry. Lobels was formed over 50 years ago and it dominated the bakery industry. However other bakeries started opening and challenging Lobels monopoly. This saw Lobels dominance declining slowly up to the time in 2002 where Bakers Inn became strongest and most dominant brand in the market. To date Bakers Inn has a market share of 50% according to News Day (dec2015). How then can Lobels get back to market dominance?

The Bulawayo branch has 7 retail outlets that sell bread and confectionary directly to customers. The second type of customers Lobels has are big supermarkets in the central business district like OK, TM Pick and Pay, Greens, Spar, Choppies and also in the high and low density suburbs at the store there for example in Nkulumane, Luveve , Northend and Parklands. In these supermarkets they have merchandisers who are the employees that interact on a daily basis with their customers. Lobels Bulawayo has over 600 employees.

To retailers the entry of new players in the bakery and confectionary industry implies the greater need to differentiate themselves against rivals in the case of Lobels being Bakers Inn and other bakeries, in the fight for every dollar in the consumers' pockets. In order to keep their customers who are the most important factor in the success and failure of any organization satisfied, Lobels has to see to it that they take their employees as the first customer.

Contact employees have one of the most challenging yet rewarding task as the way they behave directly affects the service encounter Slatten (2011) however it is not

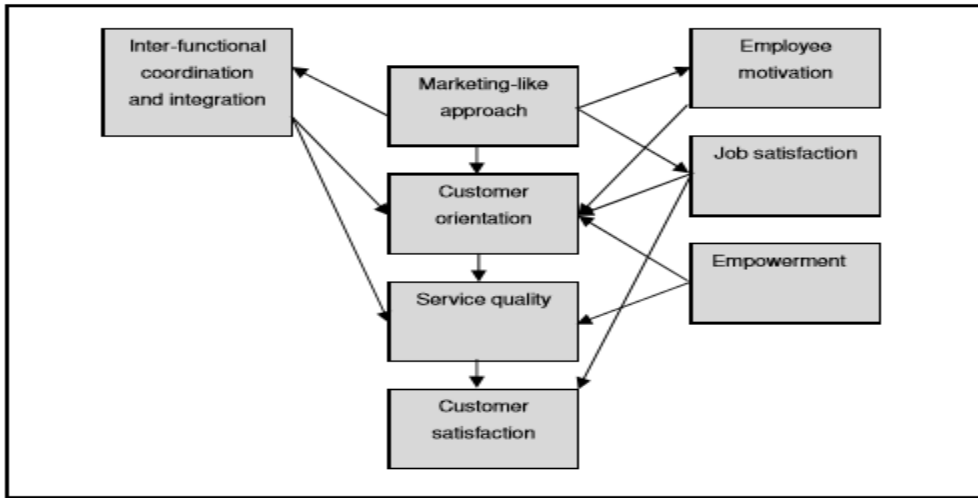
these individuals alone who wow the customers, behind the scenes are a myriad of players all working together in a coordinated fashion to create ultimate service experience French L and Magil(2011). Since human interactions is necessary to have quality employees in place to do so Angelova and Zenkiri (2011). King and Grace (2013) suggest that the employees is pivotal in creating sustaining quality as the quality of the service rendered is inseparable from the quality of the service provider irrespective of where technology leads quality comes from people

Chu & Heh (2013) described internal marketing as a planned effort using a marketing like approach to internal customers in an organization to deliver customer satisfaction through a process of creating oriented employee. The organization has invested in Internal Marketing and would like to find out if this marketing strategy will improve Customer Satisfaction

The focus of the study is to show the impact caused by internal marketing and employee motivation on customer satisfaction. Due to different attitudes a customer often comes across different employees who can determine the quality services offered by the company. This is easily interpreted by the diagram below;

Figure 1.1; The Link between Internal Marketing and Customer Satisfaction

: Rafiq and Ahmed – a model for IM



Adapted from Ahmed and Rafiq (2002)

For a company like Lobels to provide the best service there is need for issues of internal marketing and employee motivation to be considered and addressed. Internal marketing is the means of applying the philosophy and practices of marketing people who serve external customers so that the best possible people can be employed and retained who will do the best possible people can be employed and retained

1.2 Statement of the problem

The aim of the research is to show the relationship that internal marketing and employee motivation have on customer satisfaction. Customer satisfaction is essential for Lobels Bread to be able to succeed in competition from other bakeries like Bakers Inn , Quality Bread to mention but a few. Low levels of customer satisfaction have been observed by the researcher as evidenced by continuous customer complaints, decrease

in market share. The research seeks to establish the role of internal marketing and employee motivation play in customer satisfaction. .

1.3 Research Objectives

- To determine the relationship between employee motivation and customer satisfaction.
- To determine the impact of meeting employee needs on customer satisfaction
- To show the impact of employee empowerment on customer satisfaction.

1.4 Research Questions

- 1) How does employee motivation influence customer satisfaction?
- 2) To what extent does meeting of employee needs have on customer satisfaction?
- 3) What impact does employee empowerment have on customer satisfaction?

1.5 Justification / Significance of The Study

All research studies often are conducted for various reasons and this one is not an exception. This study in particular has been undertaken to show the importance of customer satisfaction resulting from internal marketing. Therefore the justification of the study is as follows.

i) To the case study organization (Lobels Bread)

The study explains the relationship between internal marketing and employee motivation to customer satisfaction. The organization will therefore gain knowledge on internal marketing and employee motivation strategies and theories that will help the organization increase the levels of customer satisfaction.

ii) To the Researcher

This research project is in partial fulfillment of Bachelor of Commerce Retail and Logistics Management Honors Degree as required by Midlands State University therefore equipping the student with practical skills and knowledge that will be of benefit in the professional environment.

iii) To Midlands State University

The University will benefit in the knowledge, as the researcher will submit all reports and research findings in partial fulfillment of the requirements of the honors degree in Retail and Logistics Management.

1.6 Delimitations

Delimiting the research refers to what the researcher intends to do, thus to say what the research is not going to do is stated in the delimitations of the study (Leedy 2010). The delimitations of this study are therefore as follows;

- The study is only be confined to Lobels Bread Bulawayo
- The study covered a period between February 2016 and April 2016
- Customer satisfaction is influenced and covers several activities but the study will only be confined to elements of internal marketing and no other activities.

1.7 Assumptions

The researcher's assumptions are that the respondents will cooperate and provide the correct information for the research. Data collected from interviews and questionnaires would be assumed to be correct. It is also the researcher's assumption that Lobels company will release enough information and also that the research instruments to be used are valid.

1.8 Limitations

- Financial constraints

The researcher has no source of income thereby limiting the ability of travelling at all times necessary; the researcher will therefore make great use of few times able to travel to the organization.

- Time

The project is done concurrently with other modules being taken by the researcher thereby contributing to the shortage of time to have a well-polished research and meeting the deadline. However the researcher will see to it that the deadline is met by making a properly laid down timetable for the research and also sleeping less

- Meetings

The researcher faced challenges in setting up meetings and interviews with some key personnel from the organization commitments by some of the targeted respondents. Researcher will therefore setup meetings in advance, way ahead of time.

1.9 Chapter Summary

This chapter covered the back ground of the research, research problem, purpose of the study; hypothesis and research assumptions were also highlighted. Furthermore delimitations and limitations of the study were unfolded. This therefore paves the way for chapter two the review of the related literature.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The discussion of related literature in research use is constantly essential. Literature review is generally a record of already published material by expert and researchers in a specific area of interest. The literature review gives the writer a chance to reference past research to give benefits and shortcomings of the research. The literature review will furnish the author with base of knowledge from which she will expand upon the information that have been given in the area of interest. The study made references to some prominent authors in the field of employee motivation, meeting employee needs, employee empowerment, consumer satisfaction and other applicable sources. The IM model is shown below;

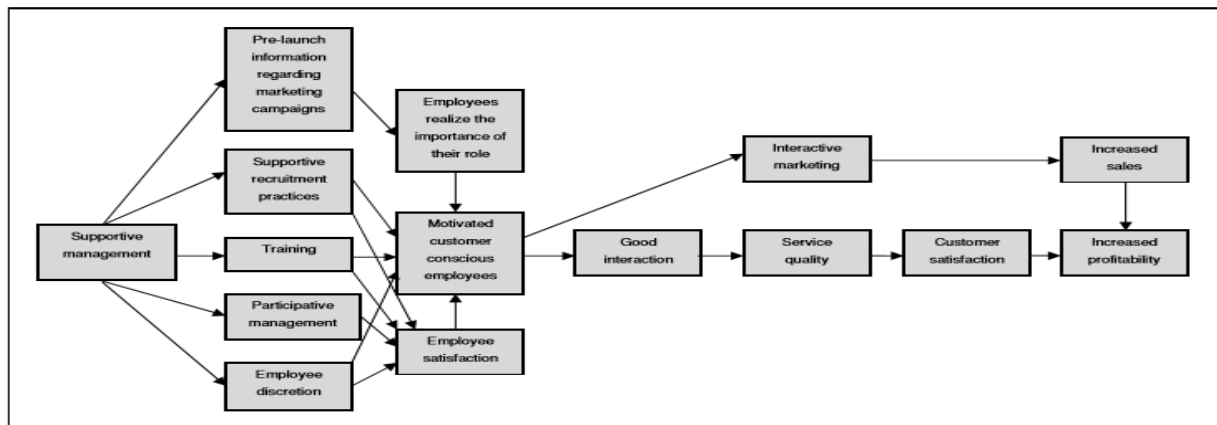


Figure 2.0: Gronroos Model of IM

Source; adapted from Ahmed and Rafiq (2002)

2.1 The Relationship between Employee Motivation and Customer Satisfaction

Motivation management brings about consumer satisfaction however utilization of strategies in the organization is the significant problem. For the purpose of marketing motivation plays a vital part. If there is lack of motivation of employees it is hard to execute internal marketing. Internal marketing is the rising concept in the association. Before doing internal marketing, it is crucial to begin marketing inside the organization. Employee motivation is a strategy through which buy in process becomes simple. Motivation of employees is essential for success of internal marketing. To enhance performance of organization internal marketing is implementing in the internal market.

2.1.1 Definition of Customer Satisfaction

Roberts-Lombard (2009) characterizes consumer satisfaction as "the extent to which a business' service or product matches up to the desires of the customer. In the event that the performance matches or exceeds the expectation, then the customer is satisfied, if performance is at par or below expectations then the customer is dissatisfied. Consumer satisfaction is a result of perceived service, expectations and perceived quality Hu, Kandampully and Juwaheer (2009).

Expectations influence total satisfaction when the customer evaluates a service or product. Satisfaction is a customer's emotional reaction when assessing the difference between expectations about the service and the perception of actual performance. Salami (2005) includes that this perception of performance is increased through the physical association with the business and the product and service of the organization.

Balaji (2009) characterizes the measure of perceived quality as measured through recent service experiences that comprise of two parts, specifically perceived product, product quality and perceived service quality. There is an immediate connection between perceived quality and total satisfaction. The customer first structures expectations basing on past encounters, needs, values and outward signs about the product. The perceived quality depends on those first expectations, and the decision that the customer made is then evaluated to decide on satisfaction Grounaris, Tzempelikos and Chatzipanagiotou (2007).

Perceived value is the customers general appraisal of the quality of a product in light of the perception of what is received compared with customer satisfaction, commitment and trust as indicators of customers loyalty Yu, Wu, Chiao and Tai (2005). In the event that a customer feels that he has a delightful relationship with the business, he may see the business to have a high level of service Rootman(2006).

Therefore the satisfaction of our customers is mandatory as customers are the backbone of our business. Customer satisfaction is a choice that the business has to make, they have to choose to satisfy their customers and this is done by the employees who interact with the customers

2.1.2 A Customer Centric Organization

To meet consumer satisfaction customers should be customer- centric. The meaning of a 'customer-centric' organization is an organization that characterizes markets and offers its products and services from the customers' point of view. Economic situations are driving organizations to become up more customer- centric. Keeping in mind the

need give the most ideal customer experience possible and separate one's self from the competition, organizations are starting to move from being product driven to being customer- centric IBM(2006).

Organizations are coming to a realization that the shared factor between product or service delivery and corporate profitability is the customer. As a result of this, numerous organizations are updating their present business strategies around the customer- centric philosophy. Not only do customers create income for an organization, what they say and how they feel can impact future income. Customer-centric organizations listen to their customers and respond in like manner. They see their business strategy from the view point of the customer.

Organization's that get to be 'customer- centric' comprehend that their business is no more about the service or product that they once provided; it is currently about the customer that uses the product or service that the organization provides. instead of customers purchasing products or services offered they purchase results. Another important consideration to customers is the quality of the service and the attitudes. Customer- centric organizations perform differently the organizations values, mission, qualities and organizational structures have the customers interests first not the organization or its owners even the questions they ask are different.

Getting to be customer centric includes many components. Really turning into a customer focused and driven association requires more than simply choosing it is a

good idea in order to boost sales. Being a customer centric organization requires devotion, time, commitment and a great deal of effort.

With this need to become a customer – centric organization and be able to satisfy customers there raises the need to implement internal marketing strategies these being, motivation of our customers, meeting their needs and empowering them

2.1.3 Definitions of Motivation

Motivation comes from the word “motivate”, meaning to push, move, or influence to proceed for fulfilling a want Kalimullah et al, (2010). Motivation is defined as a power that gives way to behavior, strengthens conduct and stimulates the tendency to continue Farhad et al (2011). Motivation is also an advancement of supporting goal-direction Chowdhury.M.S, (2007). It is an inner strength that pushes individuals to pull off personal and organizational goals Reena et al, (2009). Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets Kalimullah et al, (2010). Motivation is also a diverse method which positions and expresses activities to achieve some particular ambitions Rizwan et al (2010).

Budhwar (2008) expressed that there is a solid positive relationship between consumer satisfaction and the profitability of the firm. Customer satisfaction is additionally important element for the financial performance of an organization. They likewise refer to the fact that the beginnings of customer satisfaction are a result of worker's motivational. They said that employee's motivational and individual engagement with its

job is a prime element for the measuring of employee motivation mostly in service industries. They noticed that it is their employee's motivation which decides employee's high moral, work ethics, organizational loyalty and delivery of quality customer services with regard. The real result of motivated and committed workers is that they continue enhancing their quality of work which eventually brings about change of consumer satisfaction levels.

Employee motivation is one of the arrangements of managers to increase effective job management amongst employee in organizations Shadare et al, (2009). A motivated employee is responsive of definite objectives and goals he/she directs their efforts in that direction. It is crucial for organizations to induce motivation of their Employees. Getting employees to do their best work even in strenuous circumstances is one of the workers most steady and difficult and this can be made achievable through motivating them.

Moreover motivation has been defined in the Bnet word reference as "the making of incentives, stimuli, and the workplaces which empower individuals to perform to the best of their capacity in quest for organizational success" Bnet business dictionary (2009). Motivation in this context is depicted as the economic tool that empowers administrators and management to contract others to accomplish expressed or agreed targets. Taylor et al (2008) contends that despite the fact that this concept is widely agreed to be one of the key management tasks, it has often times been proposed that no single individual can motivate others yet can just make conditions for others to be self –motivated.

2.1.1 Motivational theories

Numerous motivational theorists such as Abraham Maslow's hierarchy of needs which provided understanding into personal behavior patterns have been broadly researched. Other influential research has been shown by Frederick Herzberg who looked at work satisfaction, and Douglas McGregor whose theory x and y suggests management styles that motivate and demotivate employees.

In an effort to understand how employees should be motivated and what motivates them, content and process theories were selected as the most appropriate to be researched for the topic under review

2.1.2 Frederick Herzberg's theory

Frederick Herzberg with his associates believed that individuals work for the most part for their own self enlightened interests and divided the variables affecting motivation into two classifications that is motivators and hygiene factors. Motivators are the variables that can increase motivation. These being responsibility, recognition, work itself and advancement. If unsatisfactory hygiene factors can be demotivating. If unsatisfactory their motivational impact is limited. The basic hygiene factors are for instance pay, working conditions, job security and interpersonal relations Adair John (2006).

The theory tries to demonstrate that money; good office and job security help workers to be more motivated. yet they don't necessarily help workers to be more motivated. The principle reason for job design is to increase both employee motivation and efficiency. Increased productivity can be seen in various forms. For example the point might be

that of improving quality and quantity of products and services reduces operational expenses or decrease turnover and training costs, then again increasing employee motivation can be accomplished through increased job satisfaction.

Generally there are four methods of job design that can be used. Firstly Job Enlargement that can be used to increase motivation by giving employees a greater amount of countless work tasks that can decrease the amount of specialization required by the employee as well as lengthening the length of time to complete them. The number of employees required to complete the job are fewer as each employee has to have the ability to perform a greater number and variety of tasks.

Secondly is Job rotation, this allows an employee to work in different departments or jobs in an organization to gain better insight of operations. This method can be suitable more when employees are involved in monotonous, boring and repetitive tasks; therefore this gives them a greater variety of tasks. This however does not modify or redesign the employee's job, but it allows increasing his or her skills and knowledge about other jobs.

Thirdly is Job Enrichment, which permits the employees to tackle more responsibilities normally assigned to management. This implies the job will give more responsibility, recognition and opportunities for development. However there can be a danger of an excessive amount of responsibility and autonomy the arranging and control aspects of the job will be transferred to the employees. Yet at the same time if implemented accurately, the newly discovered control will stimulate the employees to work all the more effectively.

Finally is work simplification this being the analysis of a job most essential segment to restructure or resign them to make the job more productive. Different viewpoints to look at when investigating and designing a job are the incentives, policies and feedback that definitely influences the efficiency and motivation of the worker responsible to the job Daft (2007).job design serves to improve performance and motivation. job design analysis begins by taking a look at the job with a broad view and basic moves towards distinguishing the particular activities required to carry out the job. This is done for the reason of recognizing and correcting any deficiencies that influence motivation and performance.

2.1.3Work environment

Individuals that are comfortable within their workplace will work for more enjoyable and effectively than the individuals who are uncomfortable. Thus certain aspects of employees work space ought to be considered deliberately. Hence a couple of issues being noise, if there is a noise problem at the working area then special action must be made to deal with it. For instance estimation of noise levels by a well capable person. Noise can be a reason for irreversible hearing damage, furthermore prompting increased stress levels.

Hughes (2009) goes on to say, when buying any new plant or machinery it is important to check the level of noise production performed by the machine.in order to reduce the noise effect the remedies can include provision of substantial protection to employees, and staff can rotate with each other instead of having the same people working in the noisy area, placing of clear markings on high noise and its risk.

For the need of fresh air which is important for respiration, reducing of excess heat and weakening of various air borne contaminations one of it being body odor ventilation is highly essential for a comfortable working area. This can be provided by opening of windows.

The third concern to look into is temperature, the temperatures that are at the work place to be at a comfortable workable level for sedentary work these are put at 18 degrees Celsius. In order to have these levels kept thermometers can be put to maintain these levels.

Hughes (2009) considers the fourth subject to be deliberated is lighting. There are a couple of reasons why lighting is significant at work, such as to illuminate potential or dangers and to prevent strain on the eyes. Last but not least is the stress issue. Stress can be caused by a number of factors for example the work environment, repetitive and monotony, the payment system, working shift and the characters of other employees. However human beings react different to different situations, what stresses the other employee may not be a stress matter to the other therefore it is quite difficult to prevent stress from happening at all. Hughes (2009) explains this by saying making sure that all needs for a safe and comfortable working environment are in control and happening in a natural way motivates employees and therefore their productivity levels will be higher.

For the work environment like Lobels Bread it is important and necessary for all these work environment issues, ventilation, noise ,fresh air, lighting and stresses because for an enjoyable and good working period these needs should be meet.

2.1.4 Maslow's hierarchy of needs

As indicated by Chandler (2006) the most broadly known theory of motivation was the one created by Abraham Maslow in his book entitled Theory of Human Motivation normally alluded to as the hierarchy of needs. Maslow developed a hierarchy of needs of five levels of fundamental needs. Past these needs, higher levels of needs exist. These include needs for understanding, appreciation and purely spiritual needs. In the levels of the five essential needs as indicated by Maslow, a man does not feel the second need until the requests of the first have been fulfilled or the third until the second has been fulfilled. These needs are grouped as follows;

i) Physiological needs

Physiological needs according to Chandler (2006) consist of needs for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if an employee of an organization were deprived of all needs, the physiological ones would be first in the employees' search for satisfaction.

ii) Safety needs

When all physiological needs are satisfied and are no longer controlling thoughts and behaviours, the needs for security can become active. Higher executives of organizations have little awareness of their security needs except in times of emergency or periods of disorganization in the organizational structure such as widespread rioting. Employees often display the signs of insecurity and the need to be safe. Forsyth (2006,)

iii) Affection and belongingness

When the needs for safety and for physiological well-being are satisfied, the next class of needs love, affection and belongingness emerge. Maslow states that employees seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging accorded them by senior executives of their organizations. Kreitner (2007.)

iv) Esteem Needs

When the first three classes of needs are satisfied, the need for esteem becomes dominant. This involves needs for both self-esteem and for the esteem an employee receives from others. Employees have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the employee feels self-confident and valuable as an employee within the organization. When these needs are frustrated, the employee feels inferior, weak, helpless and worthless. Chandler et al(2006)

v) Self-actualization

When all of the foregoing needs are satisfied, the needs for self-actualization activated. Maslow describes self-actualization as an employees' need to be and do that which the employee was employed to accomplish. A musician must make music, an artist must paint, and a poet must write. These needs according to Keegan & McDonald (2002) make themselves felt in signs of restlessness. The employee feels tense, lacking

something, in short, restless. If an employee is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is easy to know what the employee is restless about. It is not always clear what an employee wants when there is a need for self-actualization. These five needs according to Brian (2002) were later separated into higher and lower orders. Physiological and safety needs were described as lower-order needs, whereas social, esteem and self-actualization needs were described as higher-order needs.

This differentiation, according to Beeler (2006) was made based on the premise that higher-order needs are satisfied internally i.e. within the employee, whereas lower-order needs are predominantly satisfied externally by such as salaries, union contracts. In fact according to Chandler (2004) the natural conclusion to be drawn from these classifications by Maslow is that during times of economic plenty, almost all permanently employed workers have their lower-order needs substantially met. The hierarchic theory is often represented as a pyramid, with the larger, lower levels representing the lower needs, and the upper point representing the need for self-actualization as depicted in the diagram below:



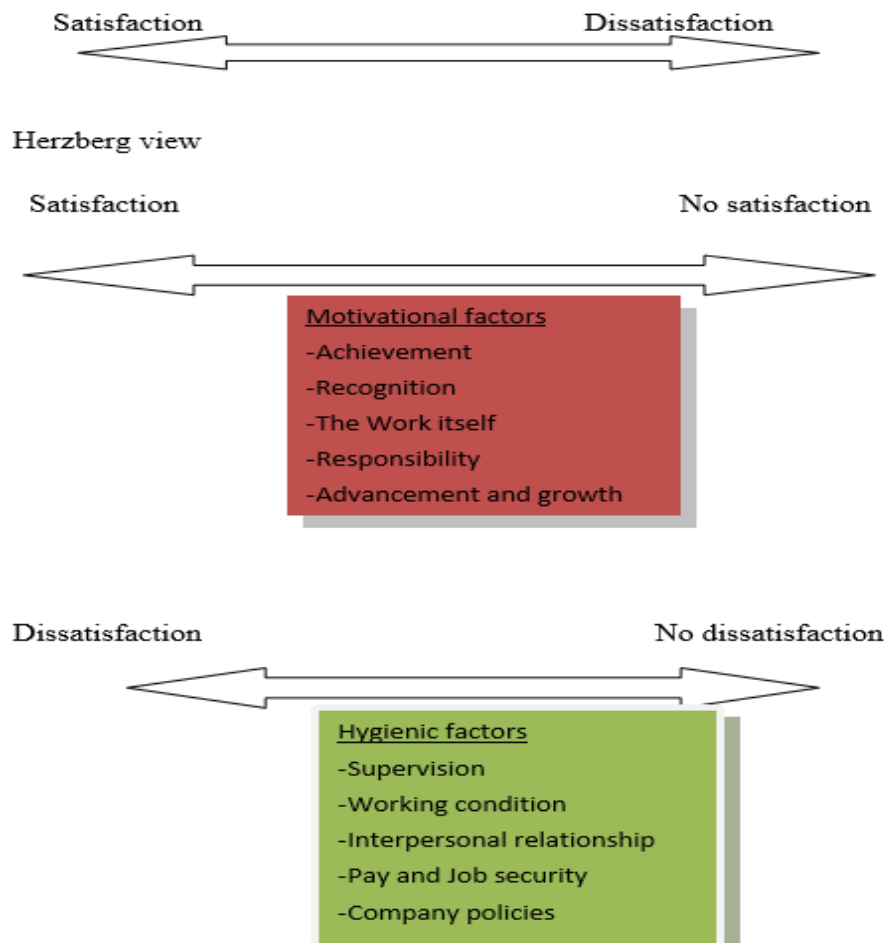
Figure 2.1, Maslow's Hierarchy of needs diagram;

2.1.5 Motivational strategies

Delegation of Authority

Denhardt & Grubhs (2003) identifies delegation as a process of diffusion of responsibilities to others. Armstrong (2006) elaborates more on Denhardt & Grubhs “ context of delegation as of passing over responsibility and accountability making a subordinate greatly self – sufficient, he further discusses that delegation reduces decision making when influence is delegated close to the point of decision, he proceeds to say that it allows decisions to be taken at the level where the information is acknowledged and it expands capacity of staff to formulate decisions, get things prepared and obtain accountability. Jeroen Jong & Deanne Hartog (2007) support Armstrong as the indication in their research that delegation presents subordinates with

ample autonomy to make certain of high quality work results. Yudhvir & Sunita (2012) lay out the Fredrick Herzberg's two factor theory, also known as intrinsic/ extrinsic motivation, the theory wraps up that certain features in the workplace result in job satisfaction, but when not present they do not lead to dissatisfaction but simply no satisfaction. Factors that motivate people are capable of changing over their lifetime; however respect for an individual as a human being is one of the top motivating factors at any stage of life



Source: Amaanda, F 2011

Figure 2.2; Dual structure theory of motivation;

As represented by the diagram above Fredrick distinguished between Motivators that consists of challenging work, recognition and responsibility which give constructive satisfaction, as well as Hygiene factors which include job security, status, fringe benefits and salary that do not motivate if present, but, if absent, result in de- motivation. Herzberg takes into account of responsibility as one of the motivators that gives satisfaction to workers, this view in consensus with Jones et al (2006) maintain the view by other authors that individuals are motivated once presented by job responsibilities by the delegation of authority.

Finances

Burton (2012) believes that finances are direct short term compensation human resources use to motivate their workers. This can be in salary increment, cash, and the thirteenth pay which is bonus. A bonus helps boost the understanding of employee what the goal of the organization are and that they need to be met. Burton further explains that a pay can be in form of a commission which also motivates the workers. Herzberg (1987) also supports this when he says that employees can just get motivated by tjust the mere knowledge of when the next wage increase is. Easterby Smith et al (1995) belief is that bonuses based on performance have become more appreciated by employees since 1978. According to Decenzo &Robins (1995) in Aryeetey Naomi (2011), when they indicate that the primary motive of the greater number of employees works to get money. Therefore individuals are impacted greatly by the availability of a financial package.

Profit sharing

Burton (2012) this is whereby a fraction of the company's profits are given to employees by the company they work for. As a way to recompense employees organizations present them with profit sharing as a motivation method for them to work extra hard. This type is usually used in the service sector makes employees feel they are working for their own production and it creates unity and a common bond amongst one another. The Equity Theory supports Burton by suggesting that people get into social comparison by comparing their efforts to those of significant others.

Recognition and rewarding employee performance

Those employees that are motivated by the feedback that they receive concerning their performance show higher levels of performance as compared to those that are not being motivated by the feedback given for performance Stan Davis & Jame Kohlmeyer, III (2005) . Colorado Society of School Psychologists/ CSSP (2007) adds on by saying that the employees works done for the organization should not be taken for granted it must be part of the organizations policy to take into great consideration the workers efforts so as to maintain the thrust. Appreciation can be in the form of non-financial or financial awards. CSSP further explains that companies should plan and work out monthly agendas of praising and recognizing the best performances in front of other colleagues and give certificates to employees that will have surpassed customer expectations. Recognizing of good performance in public motivates employees to increase performance and loyalty.

Training

Donnelly et al, (2007) informs us that training programs consists of practices and information that teaches and enlightens workers and teaches them in job skills and also assists them develop for potential promotions. Performance of employees is openly supported by the use of trainings Masood Asim (2013) he goes on to say that training helps in producing good quality results in performance and also mentions the fact that to have superior performance the training also has to be superior. It promotes competitive advantage relating to performance, job satisfaction and reduction in nonattendance issues

Promotions

There are a number of motivators that employees might be motivated with , Jones & Bartlet (2006) outlines them as job responsibilities, duties, flexible schedules, praise, supervision of others, feedback, a strong manager a good boss , other inspirational people and nurturing organization. Two factor Theory (Herzberg's 2002) as Cited in Kiruja and Elegwa Mukuru (2013) also agrees with the other authors when referring to promotion and advancement as a motivator. Promotion results from recognized efforts and prospective which when awarded to the employees motivates them.

Communication

Fadia & Fadia (2008) explains that communication is an important tool for motivation purposes. When there is good communication employee ethics are enhanced. They explain that the purpose of communication in administration is conduction of report,

cross communication, transmission of information, orders, top to down propositions, connecting management groups, employee groups and also cross communication. Turner (2003), cited in Dwivedula & Bredillet) the support and conquer with Fadia & Fadia when they say that some sources of work motivation that are important and are for project workers include performance feedback and communication amongst the project team members. Jones & Barlet (2006) agrees with other authors that motivation may be a result of feedback.

Offering benefits

In hard economies workers rely on benefits rather than salaries as money can easily be inflated. This supported by Burton (2012) who says that employees can be given benefits such as groceries as a compensation method. A company with better employee benefits offered the more it is more appealing in the job market. Herzberg (1987) is in support of this when he says other than money and working for other reasons and things workers have spent more time in doing that. Also the concentration at which it is done cannot be inverted. He continues by saying benefits are no longer rewards but instead they are rights. Managers should consistently provide promotions and long term employment as employee benefits Ouchi's (1981)

Participation and involvement

Engaged employees explains the term employee involvement Cummings and Worley (2005). The writers illustrate engagement as amplifying workers input into decision making that give way to employee interests and organizational performance. Thomas

(2009) defines engagement as reaching the level whereby they are actively self-managing at that work. Employees are highly motivated when intrinsic involvement is high, employee's sense that their efforts formulate a meaningful role in the organization Brickner, Harkins & Ostron 1986.

2.2The relationship between Meeting Employee Needs and Customer Satisfaction

Employee satisfaction can be seen as the engine that brings about changes in the internal environment to the employee's personal performance and service quality that results in the much needed external customer service improvement also customer satisfaction level. In order to create employee satisfaction organizations need to plan on meeting employees various basic needs and requirements. Hurley and Estelami (2007) support this by saying when individual needs are satisfied, employee morale increases.

Quantifying employee satisfaction is difficult and this being shown by the fact that most Retail and Logistics business organizations focus their attention more on external customer satisfaction and the contacts that happen between the organization and the customers. Aspects like employee satisfaction are crucial to the company's competitive success however they are usually taken for granted and they concentrate more on what is easy to measure such as financial performance and productivity. According to Saura et al (2008) satisfied employees in an organization are very crucial and are a prerequisite for customer satisfaction.

The absence of employee satisfaction interferes with fulfilling and productive relationships between employees and the management. The success of any business

depends on staff members that enjoy their jobs and feel rewarded for their efforts. Hurley and Estelami (2007) adds the view that high employee satisfaction levels can minimize employee turnover. Dissatisfied employees tend to work below their capabilities. If employees are unhappy a pervasive atmosphere spreads throughout the whole organization and even customers can feel it, as employees may tend to direct their unhappiness to customers.

The Employee – Customer Relationship

There have been numerous empirical studies that have shown a strong positive relationship between employees and customer satisfaction. Some investigations have provided explicit measures of this relationship. For example, a study at Sears Roebuck & Co. showed that a five-point improvement in employee attitudes led to a 1.3 rise in customer satisfaction, which in turn, generated a .5 percent increase in revenues Bulgarella (2006). In other studies, results have shown that upwards of 80 percent of customer satisfaction can be attributed to the relationship between the employee and the customer. These results indicate the importance of the employee to engendering a feeling of satisfaction in the customer.

Although it may seem to be an intuitive concept, it deserves mention that before an employee can affect the satisfaction of a customer, the employee must be satisfied. This is an important consideration, as satisfied employees can make satisfied customers, which in turn can positively affect the profitability of an organization. The strength of a customer's relationship with the salesperson affects repeat business, recommendations, and the probability of paying a premium price for products and

services. Not all employee-customer relationships are the same, and trust is critical in building those that endure. Salespeople are also important in reducing customer desertion to competitors. Customers that experience high quality customer-employee encounters maintain a positive assessment of a relationship with an organization Johnson(2006). This makes the relationship between employees and customers all that more important to organizations seeking to create customer satisfaction.

Many initial customer interfaces today have been automated. For a while, the automation of customer service and support functions was seen as a legitimate way to improve customer satisfaction. Customer satisfaction and loyalty invariably are earned by delivering excellent customer service, and the human touch is often the key differentiator. “Additionally, customers with higher lifetime value have learned to expect more. “Gold customers often bypass automation and directly deal with support staff to get their problems resolved” Uckun and Matan (2007). Ultimately, the customers’ relations with an organization come down to their relationship with the employees of the organization. A problem or need that is addressed quickly, efficiently, and with care and concern for the customer can lead to strong customer loyalty (Borland 2006).

Customer to employee relationships can be so powerful that in some cases, the customer may choose to leave an organization if the employee leaves. Customer to employee relationships may be valued so highly that customers may be willing to follow servers, even if they change employers. This can be found in businesses that require a high level of personal service; this can be seen at Lobels, when employee serve customers with the products they require. These examples serve to highlight the

magnitude of the influence the customer – employee relationship can have on an organization. If an organization has an employee or employees that are involved in many relationships like this, it is easy to begin to understand the potential financial impact it may have on the organization.

It has been found that customers with good customer – employee relationships will continue to do business with an organization that may provide an inferior product versus the competition, if a good relationship exists with an employee. To add to this finding, it has also been discovered that employee loyalty adds to new customer acquisition as well as retention. Research has also shown time and time again that satisfied customers are the number one source of new customer referrals. Once again, the employee – customer relationship proves to have an effect on customer satisfaction.

Many cynics contend that it may not be rational to correlate employee satisfaction with customer satisfaction. Employees derive satisfaction from knowing that they bring value to customer relationships that translate into growth and profitability for the organization (Greenberg 2006).

Customer satisfaction really comes down to the level of employee satisfaction being experienced by the organizations employees. An organization must understand the factors that facilitate the development of the core values and key motivators of their employees. A system should be put in place to constantly identify the level of employee commitment to customer focus. The system can then be extended to create a statistical model that represents the linkages between employee attitudes, feelings and behaviors

that are important outcomes such as customer satisfaction, customer loyalty and even organizational profitability. Research indicates that an organization's internal service orientation and customer service climate have a significant impact on the satisfaction and loyalty of the customer (BAI 2005).

2.2.1 Fredrick Herzberg;s Two Factor Theory

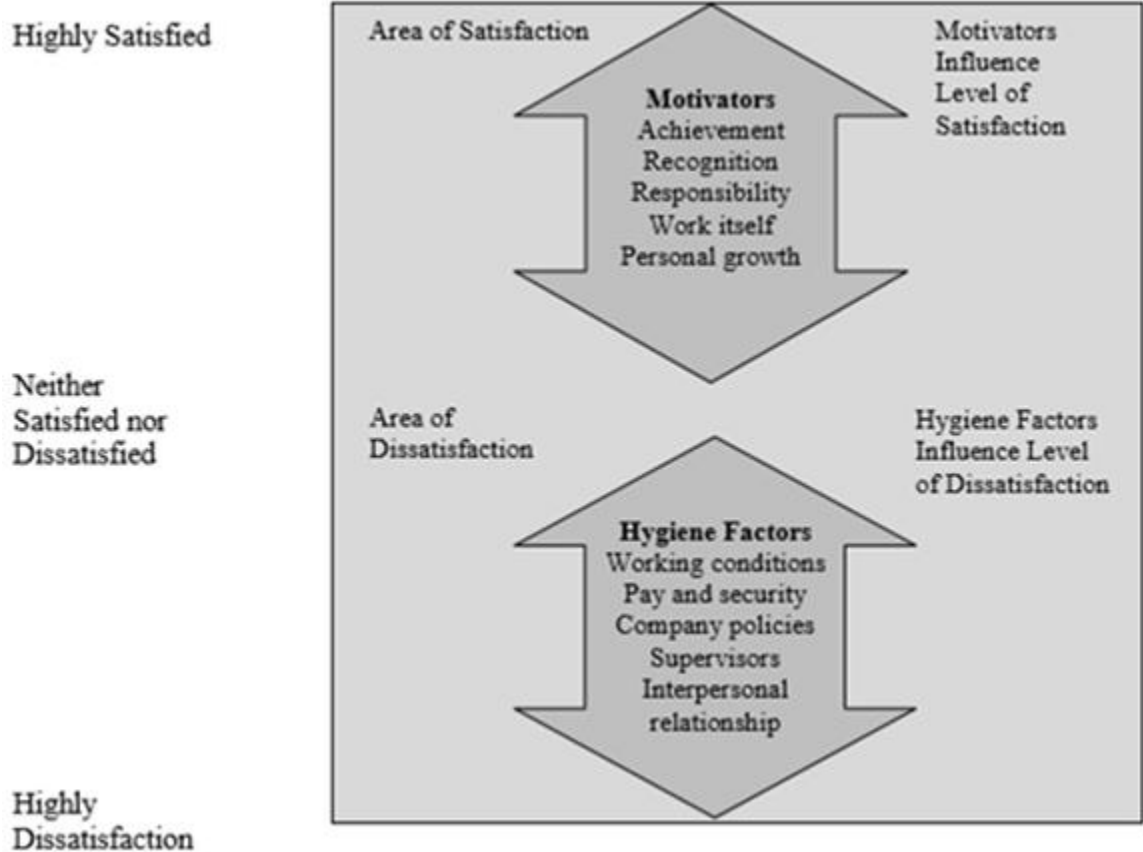


Figure 2.3 Herzberg's Two Factor Theory;

Adapted from Draft 1997

Herzberg's two factor theory which is also known as Motivation- hygiene theory states that there are certain factors within the business that are expected to bring about job satisfaction, on the other hand other factors that can cause dissatisfaction. Herzberg developed this theory highlighting on the fact that job satisfaction and dissatisfaction act independently from each other. Hodson (2001) stresses that hygiene factors do not commonly work as a motivational factor to employees but are necessary to stop employees from becoming dissatisfied.

According to Whiteley (2002) dissatisfaction is not likely to be as a result of factors like working hours but Herzberg argues that work enhancement is important as motivation. Enhancement being the constant process for the management to see to it that work has full assessment in order to explore the employees full capacity. Whiteley et al (2002) adds on that certain factors need to be considered in order for customers to deliver good service thereby attaining customer satisfaction, these are gaining recognition, sense of personal achievement, opportunity for advancement, responsibility, challenging or stimulating work.

Motivation levels however can vary according to geographical location and interconnected factors. Herzberg's research elaborates on that there is need for organizations to provide sufficient work security and salaries leading to employee satisfaction. This is supported by Yee et al (2008) who explain that the more satisfied an employee is with their job they are most capable of conveying that satisfaction through high levels of performance to consumers. According to Garcia (2010) employee

satisfaction refers to the feelings employees have towards their job be it in overall or in specific work related factors. These feelings are not only caused by the nature of the job since perceptions and expectations influence their overall satisfaction.

The basis of the research is employee satisfaction in Herzberg's two factor theory which was published in 1959 which was adapted from Maslow's hierarchy of needs to the work environment. While and Barriball (2005) explains that Maslow's theory put t forward that satisfaction arose from the need for fulfillment that is simply meeting customer needs. Herzberg's model separates dissatisfaction and satisfaction, indicating that the two constructs were not necessarily related. He identified motivational factors as those that cause satisfaction and factors that cause dissatisfaction as hygiene factors. Abuiyada & Chou (2012).

Abuiyada & Chou (2012) explains that Herzberg further found that satisfaction and dissatisfaction are not opposites of each other, but stating that opposites of either construct is neutrality. He concludes that motivation factors that are recognition, growth and achievement are internal factors and they reflect the job content whereas hygiene factors such as company policies, working environment, salary and supervision are external to the employees and those controlled by someone else. Through the research done over time it can be said in agreement with Herzberg that satisfaction is achieved on concentrating more on motivators than hygiene factors.

Although reward has been seen as the main element of employee satisfaction we will look at other factors other than reward that result in employee satisfaction.

2.2.2 Dimensions of employee satisfaction

According to Gu & Siu (2009) the idea that employee satisfaction is a result of correspondence between rewards given by an organization and employees longing for such rewards. Lu et al (2005) supports this by putting forward that there are five comprehensive categories that together with reward have major impact on employee satisfaction. These categories will be shown below;

2.2.3 Management Satisfaction

The leadership and management in relation to employee satisfaction is because employees feel that they are not being led effectively the likelihood of dissatisfaction increases Leimback (2006). Employee satisfaction is influenced by leadership due to management having a large impact on both the employee performance and their ultimate career Gu & Siu (2009). Employee satisfaction in terms of management has been shown to be based on management concern, showing understanding, considering employees relationship with their immediate superior Garcia et al (2010). Satisfaction in terms of management is however not limited to the employees immediate superior and can be largely influenced by higher management as these individuals are The representation of the organization most intrinsic aspects and as such portray the organization in the strongest of the organization most intrinsic aspects as such portray the organization in the strongest possible way to its employees. Management has a profound influence on employee attitudes and behaviors due to their ability to both express the organizations vision and create a shared identity within the organization that employees can associate with Wieske & Dick (2008). This creation of an

organizational identity presents employees with the opportunity to closely identify with the organization and create satisfaction due to the feeling of “belonging”.

2.2.4 Colleague satisfaction

The people an employee interacts with on a daily basis have an influence on their satisfaction through the creation of competition amongst team members and the interest shown by colleagues not only strive to not disappoint each other but also likely to operate as a team Leimbach (2006). The satisfaction created by colleagues can operate independently of satisfaction with the organization and as such may sometimes be beyond the organizations control. Factors such as personality clashes or personal conflicts may negatively impact on employee satisfaction, but the organization can do little, except encouraging good relationships amongst colleagues to mitigate such dissatisfaction factors Gu & Siu (2009).

2.2.5 Work group satisfaction

Employees can only gain success and satisfaction from a job if they strive to make the environment in which they operate more productive through cooperation with employees in other departments Gu & Siu (2009). Satisfaction from work groups is closely linked to the concept of the value chain in that value of employees is created with each interaction with other departments, thereby resulting in both successful completion of task and increased employee satisfaction.

Interactions with all levels and departments within the organization has bearing on an employee’s satisfaction since each interaction with other departments can add to an employee’s well -being Lu et al (2005). The knowledge that colleagues beyond an

employee is appreciated throughout the organization are both powerful influences in terms of an employee's satisfaction Leimbach (2006)

2.2.6 Job satisfaction

In many studies the term employee and job satisfaction are used interchangeably; however the concept of job satisfaction can also be viewed as a dimension of employee satisfaction that refers to the job itself Gu & Siu (2009). Satisfaction arising from a job refers to the feelings an employee has about their job description and the tasks that they are required to complete on a daily basis. Leimbach (2006) states that in order for an employee to achieve job satisfaction, they need to gain value from their day to day activities and have a sense of accomplishment in terms of the work they complete.

2.2.7 Physical environmental satisfaction

The physical environment falls within the hygiene factors in Herzberg's theory, and although it was said that satisfaction is not necessarily created through the presence of a good working environment, the absence of such an environment is sure to result in dissatisfaction Abuiyada & Chou (2012). Working conditions in terms of the physical environment in which tasks are completed contribute to satisfaction in that a pleasant and efficient environment encourages productivity and successful completion of work, both which are necessary for satisfaction Gu & Siu (2009)

2.2.8 Material benefits satisfaction

Satisfaction derived from remuneration is the most complicated development in terms of employees, since it is often beyond the organizations control as to whether material benefits offered satisfy needs Garcia (2010). Each individual employee may have

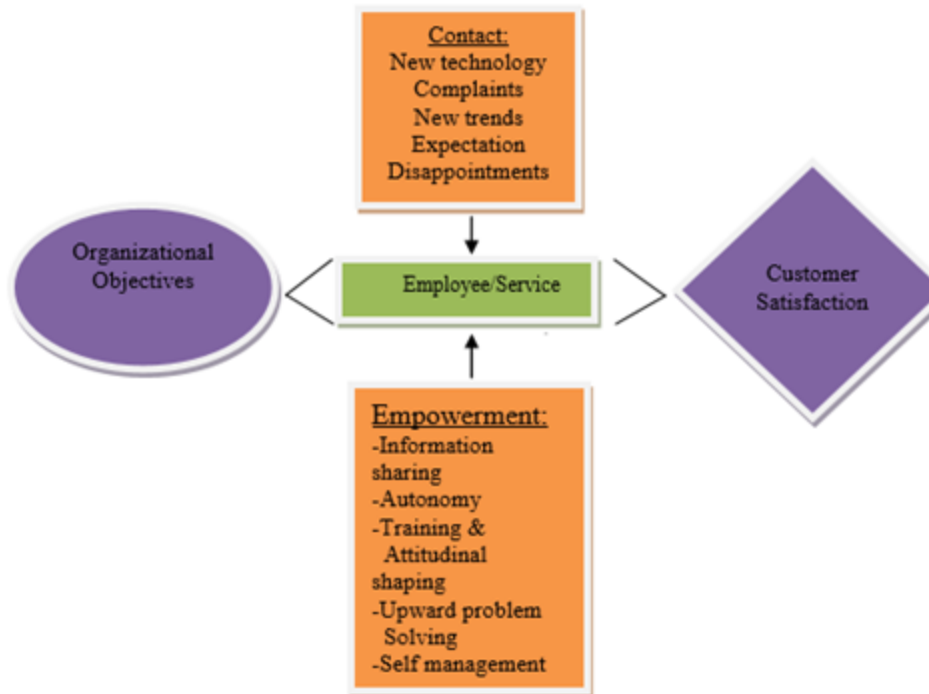
different requirements and expectations in terms of the amount of remuneration necessary to meet their needs, and organizations should be cautious when attempting to create employee satisfaction remuneration

2.3 The Relationship between Employee Empowerment and Customer

Satisfaction

Employees are the interface in between an organizations and their customers, they decide the probability of realizing organizational objectives through quality services, and on the grounds that they have contact with the customers directly, it is therefore logical that they comprehend them, know their needs, and address those needs better. Workers like the mirror of an organization are the interface between the organization and the customer, what they depict is that which the customers see and use in their assessment of the service experience.

Organizations that empower their employees are likely to succeed in terms of customer satisfaction. This is illustrated below:



Modified Model showing role of Employee Empowerment on Customer Satisfaction (Vem and Dakung, 2012)

Figure 2.4 Role of Employee Empowerment on Customer Satisfaction

For a competitive and dynamic position in business, customer satisfaction with the service provided is needed. To produce that result, the organizations and employees should work as one to meet their customers' satisfaction and loyalty. Lovelock and Wirtz (2010) support this by stating that one of the most powerful tools in achieving this is when the organization has the proper kind of employees, training them and also empowering them. Empowered employees are the current management style. Unlike the traditional authoritarian setting employees that have been empowered are likely to work better. Participative management is one of the most popular and most frequently practiced management styles in current organizations. Employee empowerment is one of the reproductions of this modern approach to human management. This leads to a positive change in the organization

According to Lovelock and Wirtz (2010) one of the most effective tools to satisfy customers is use of employee empowerment. When employees are empowered they are more motivated and they treat the organization as their own, they have a sense of belongingness and ownership. Empowered customers always try to do give their best as they are more confident this resulting in improved service quality and improved quality service results in customer satisfaction. Higher level of customer satisfaction is evidenced by better sales levels resulting in a developed profitability. All businesses aim at getting profits; however profits and customer value go together. In an effort to give total value to a customer, the service provider is meant to cultivate a sound understanding of the customer requirements. Once customer anticipations are made known, then some genuine liberty of action along with the involvement of employee in the service or product would make a more favorable situation for the success of a business venture.

Abu Kassim et al (2012) , and also Hamborstad and Percy (2011) both contend that empowerment must be directed towards enriching frontline employees with the necessary skills and abilities to meet customers' needs and desires. As a result empowerment has received attention from scholars and practioners.

Success linked to the organisation

Gazzoli et al (2009) and Abu Kassim et al (2012) claims empowerment gives employees additional power and independence to execute their jobs correctly; appropriately, it is reasonable to expect that empowered employees can be more responsible and make swift decisions to assist their customers in a better way. Thus,

empowerment gives more chances to make quicker responses, using less time in satisfying customer's requests. However, it is not clear which type and form of empowerment will do so better and to a greater extent.

In order to ensure the employees to reach the targets set, the employees should be equipped with new capabilities, provided with reliable information, motivated and empowered. For the organizations to achieve long term success intangible assets composed of human capital, organization capital and knowledge capital are determining factors. Human, knowledge and organizational capital of both private and public organizations; become present and sustainable with learning and development. Human capital includes competencies, education and knowledge levels of employees. Berikol, (2009) in organizational changes and dynamism, the substance of the organizations' resources are the employees. Yücel and Demirel, (2012)

Lovelock and Wirtz (2010) have stated that employee empowerment is one of the most effective tools to satisfy and service customers. In other words, empowerment emerges to give subordinates more control over job-related situations and decisions, which allows them to have more flexibility and responsibility with respect to various customers' needs. Who will do the best possible work. Employee are viewed as internal customers ,jobs as internal products and endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization.

Abu Kassim et al., (2012) and Hamborstad and Perry (2011) argue that empowerment should be focused on enriching frontline employees with the abilities and skills to fulfill

customers' requests and needs. When this is done, customer satisfaction can be obtained and linked to organizational success. Consequently, service organizations and practitioners should make more and better efforts toward providing customer-contact employees with increasing their information, training, knowledge, trust, and so on.

Empowered employees make even the work load of the management lesser and they do not have to worry about petty issues as they have well motivated and empowered. They personalize the company and work with enthusiasm this leading to customer satisfaction.

2.4 Summary

This chapter covered different opinions and views from various authors, individuals and academics on various aspects concerning motivation of employees, meeting of employee needs, employee satisfaction linking it to how it relates with customer satisfaction. This therefore paved the way for our next chapter, which is chapter three where we will be looking at the methodology used for study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

According to Rajasekar (2006) research methodology is a science of learning how research will be carried out. It is the process by which researchers go about their work of describing; explaining and predicting occurrences are called research methodology. It points out the research design, the research population, research plan, data collection methods and, instruments used in the research, focusing on the advantages and disadvantages of each method used.

3.1 Research Design

Cooper and Schindler (2003) describe a research design as a plan and structure of investigation conceived as to obtain answers. Burns and Grove (2003) further define a research design is a plan for doing a study with maximum control over issues that may interfere with the validity of the results. An explanatory research design is used to fully achieve the specified objectives of the study. This research is most appropriate because it has the ability to explain the relationship that is between internal marketing and customer satisfaction. The emphasis of the explanatory research design is to study situations or problems in order to explain relationships between variables

3.2 Target Population

According to Best and Khan (2003) target population refers to a group of individual that have one or more characteristics in common that are of interest to the researcher. Ghauri and Gronhang (2005) describe target population as that it includes not only people but all elements under study that includes firms, products, so on. The research population includes the Lobels employees and their customers. This target population is estimated to be at 193 people in total. Focus of the research being on the Retail stores as they are the ones that interact with customers on a daily basis. The research is directed to the management staff through the use of interviews as a research tool.

3.3 Sample size

A sample is a segment of the whole population and it is a true representation of the total population. Schreiber et al., (2006) also suggested that each parameter should have at least 10 participants. In another method, Roscoe (1975) proposed the rules of thumb (as cited in Sekaran and Bougie, 2010, pp.296-297) such as that sample size larger than 30 and less than 500 are appropriate and the sample size should be several times (preferably 10 times or more) as large as the number of variables in multivariate study. Hence forth a sample size of 65 respondents is considered to provide sufficient information. This research sample size consists of head of departments, staff and customers. The following table contains the numbers of individuals of each representation that is being focused by the researcher.

Table 3.3; Sample Size

Representation	Number of individuals
Head of departments	3
Staff from the retail department	12
Customers	50
Total representation	65

Source; primary data

The research came up with the following figures from the total target sample of 193, using Sekaran & Bougies (2010) method our 150 customers will allow us to have 50 customers as our sample size, our 35 employees, a sample size of 12 is adequate and finally the head of retail department will be used.

3.3.1 Sampling techniques

The researcher came up with the above sample size by using convenience sampling. According to Ross (2005) a sample of convenience is the language used to describe a sample in which components have been chosen from the target population on the basis of their availability or convenience to the researcher. The researcher used convenience sampling to the customers. This convenience sample is a true representation of the customers because the researcher assumed the members of the target population (customers) were homogenous. The heads of department came from three sections which are the Head of the Retail department, the Human Resource Manager and the Shop Manager.

3.5 Types of data

3.5.1 Secondary data

According to Institute for Work and Health (2015) there are several types of secondary data, they can consist of information from the national population census and other government data collected by Statistics. Administrative data refers to data that is collected regularly as part of the day-to-day operations of an organization, institution or agency.

Compared to primary data, secondary data is likely to be readily available and inexpensive to obtain. Additionally administrative data tends to have large samples, since the data collection is comprehensive and routine. What's more, administrative data (and many types of secondary data) are collected over a long period. That allows researchers to detect change over time.

The researcher used Lobels statistics, published articles and reports. Secondary data is comprehensive and presented in a way that one can abstract relevant information and leave that which is irrelevant.

3.6 Primary data

Primary data is information that is collected specifically for the purpose of your research project. An advantage of primary data is that it is precisely tailored to your research needs. A drawback is that it is expensive to obtain. The basis for primary data is the researchers target population; researchers collect the data themselves, using interviews, questionnaires, surveys and direct observations. In this research the instruments are used to gather primary data are questionnaires and direct interviews.

3.6.1 Questionnaires

A questionnaire is a set of questions for collecting information from individuals. Questionnaires can be administered by telephone, using face-to-face interviews, mail, as hand and electronically (i.e., by e-mail or through Web-based questionnaires). White (2000) claims that a questionnaire is regarded as a series of questions; each one providing a number of alternative answers from which the respondents can choose. According to Kotler (2000) questionnaires are objectively more suitable and more fitting to the respondent and fairly easy to tabulate and analyse. The questionnaires are used as a complementary data collection technique to personal interviews. The questionnaires were physically handed over to respondents.

Questionnaires were chosen because they were reasonably cheap, easy to direct and covers a great number of respondents. Questionnaires also allowable respondents to have adequate room to answer to questions at their own time and pace especially in cases where the respondents are too busy to be interviewed. This lessens bias as information will be delivered in the absence of the researcher. Self-completion of questionnaires moreover guaranteed confidentiality. Furthermore, by way of closed questions, answers are standardized and this helps in deducing responses.

However questionnaires limit the researcher's capacity to observe non-verbal communication since the questionnaires will be completed in the researcher's absence. Questionnaires were restraining in cases were questions needed to be clarified to the respondents and they would have been left for completion.

3.6.2 Personal Interviews.

Personal interviews were directed to the heads of departments. The interviewee's were asked questions and their different responses were noted on the questionnaire by the researcher. During the personal interviews, the questions were read out in the same tone so as to eliminate any bias originating from any changes in tone of voice. Interviews were used because they involve one-to-one verbal interaction between the researcher and the key informants thus there is prompt feedback. This enables the researcher to successfully evaluate the validity of the responses that were given and likewise questions that were not understood were rephrased and repeated for better apprehension. The method is resourceful in gathering relevant data since the interviewer can ask more questions and read additional explanations about the respondent such as body language.

Conversely interviews are time consuming and very costly, and they permit interviewer and interviewee bias. Some respondents are not willing to provide more information in addition to their questionnaire responses they would have already given. This was however overcome through establishment of good relationships with the respondents. Identities of the participants strategies. Field and Morse (1992).

3.7 Data Validation and Reliability

Validity is the capability of the research instruments to prove that it is finding out what was designed it to. It is the degree to which a test measures what it claims to measure. Reliability meant uniformity in its findings when used repeatedly. Prior to using questionnaires to collect data it should be pilot tested in order to polish it so that respondents will have no difficulties in answering the questions and recording the data.

Therefore to enhance reliability and validity the pilot study is employed. Pilot study is necessary as it involves an expert to comment on the representativeness and the appropriateness of the questions. Therefore in relation to this research, questionnaires were first administered to the expert to check for reliability and conformability before handling the questionnaires to the final respondents.

3.8 Data presentation methods

The researcher made use of tables, pie charts and graphs in presenting the research findings. Before an attempt to use other presentation methods, the first thing was to organize the data in table form.

3.8.1 Graphs and charts

These are diagrams that position numerical data into a picture form. The former allows establishment of trends while the latter shows the quantity of variables by means of sizes of the sectors of the pie charts or the lengths of the bars of bar charts. The major benefit of graphs and charts is that they offer a visual imprint that stimulates the appetite of users who are going to use information.

3.8.2 Narrative display

There is also a narrative display of findings using qualitative statements to strengthen numeric data shown on tables, graphs and pie charts.

3.9 Data analysis and presentation plan

Once the researcher had collected data, the data was analyzed and summarized .The researcher used descriptive technique to analyze data. Responses were tabulated and certain responses were narrated by means of qualitative assertions. Processes involved also were involved during editing and coding. Data reduction and mechanical analysis as methods of qualitative analysis were engaged which involves paraphrasing and summarizing of responses from the respondents and noting of patterns to draw conclusions respectively. The study presented data through the use of tables, charts and bar graphs.

3.10 Chapter Summary

In this chapter research design to be used was illustrated and also the validity of the instruments used, the data collection procedures, population and finally highlights how data presentation and findings for presentation would be carried out. The next chapter would therefore look in detail on the data presentation analysis and discussion.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The chapter presents, analyses and provide an insight into the findings taken after the completed questionnaires were collected. This chapter commences with a detailed organized and explained responses. Analysis and presentation of the results was done and further explanation and interpretation of feedback from the respondents based on the responses of customers, employees and management of Lobels Bread in Bulawayo urban. The presentation of analyzed data was done using pie charts, tables and bar charts.

4.1 Response Rate

The researcher issued a total of 56 questionnaires to both customers and employees of Lobels Bread. The researcher also conducted a series of interviews for the 3 managers. The interviews conducted were face to face.

4.1.1 Questionnaire and Interview Response Rate

Table 4.1. Depicts the breakdown of management, customers and employees of Lobels Bread.

Table 4.1: Questionnaire and Interview Response Rate

Type of Respondents	Administered	Returned/ Respondents	Response Rate (%)
Questionnaires			
Employees	12	9	75%
Customers	50	44	88%
Interviews			
Management	3	3	100%
Total	60	56	93%

Source: Primary Data

Table 4.1 above was used by the researcher to show the questionnaire response rate from the questionnaires that were administered in an endeavour to gather data about the study. As shown by the table above, 12 questionnaires were administered to employees and 9 were returned representing 75% response rate. 44 out of 50 questionnaires were administered to customers representing a response rate of 88%. All interviews were successfully conducted representing a 100% response rate from management. Bradley (2011) stated that in a research, response rate which is below 40% is not considered satisfactory and that of 70% and above is considered to be more adequate and it provides a more accurate and adequate analysis of results. The

possible reasons why the questionnaires distributed had a high response rate was because they were easy to interpret and respondents had little complications in interpreting questions.

4.2 Relationship between employee motivation and customer satisfaction.

When asked how they rate Lobels Bread customers responses were summarised in the following diagram.

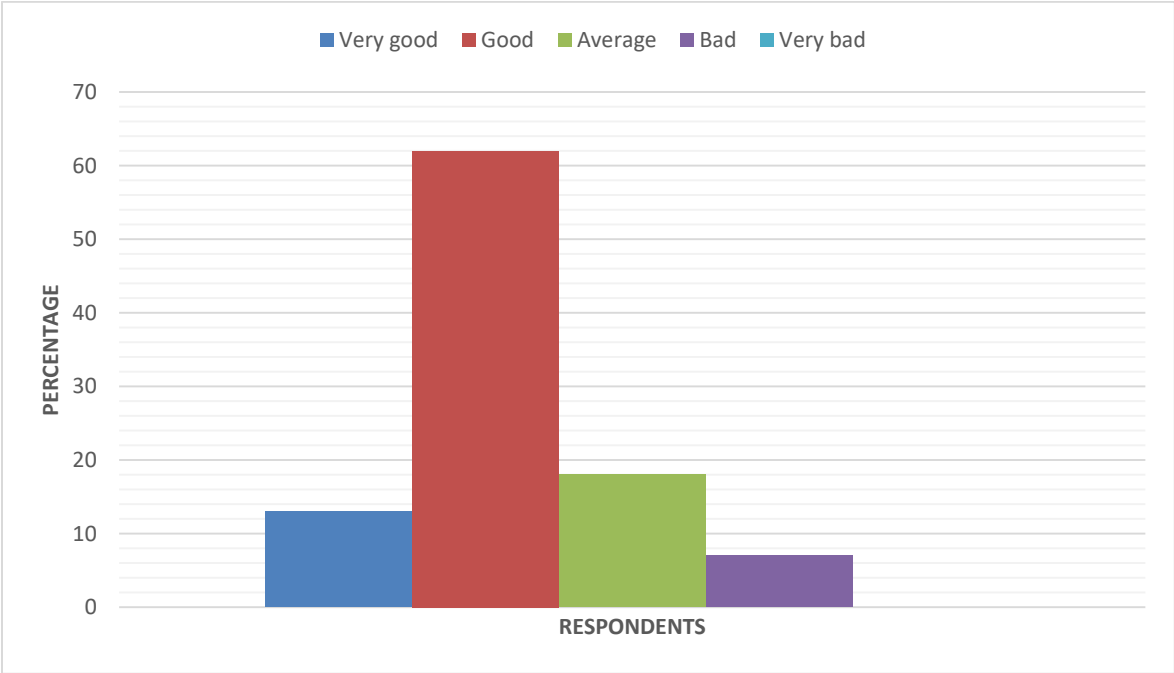


Figure 4.1 Customer Ratings of Lobels Bread

The figure above shows customer rating of Lobels Bread. 62% customers rated the company good. Whilst 13% rated Lobels bread very good. Respondents who rated Lobels bread as bad were 7% whilst 18% rated the company average. The ratings show

that the company's products are popular with customers and that the customers are satisfied with the company's products to some extent.

Shop managers who respondent revealed that they held good relationships their subordinates'. Respondents emphasized that employees were friendly and demonstrated professionalism in their work. Shop managers also revealed that subordinates' were free to air their concerns at any time to management whenever they felt to do so. Respondents emphasized that management doors were open to every employee who wanted to share their ideas. Respondents also pointed out that shop managers were the role models who demonstrated high degree of commitment through hard work in order to motivate their subordinates'. Shop managers also highlighted that in case of good work they praised their subordinates and recommended improvements in areas where subordinates lacked. This finding was in line with Herzberg theory cited in John (2006) that motivators increased the levels of motivation. Herzberg identified employee recognition as that which increases employee motivation. The shop managers said these were some of the strategies they use to motivate their subordinates as they were the ones within their capacity and reach.

An interview with the Human Resources Manager (HR), further revealed that employees were motivated by a number of incentives which included annual groceries. The annual groceries replaced annual bonuses which the company no longer extends to its employees on an annual basis. Employees were also given one bread each time the

company met and exceeded their daily targets. The findings of the study agreed to the concept of motivation by Maslow cited in Chandler (2006) that physiological needs such as food motivated employees and according to Maslow they were placed at the bottom of the hierarchy. The HR manager also revealed that employees were sometimes rotated to work in other branches and this is another form of motivation the company does for its employees. The findings also agree with Herzberg theory cited in John (2006) that Job rotation allows an employee to work in different departments or jobs in an organization to gain better insight of operations. The concept of employee motivation by the company's management also agreed to Kalimullah et al, (2010) who suggested that getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Management also revealed that they provided uniforms for their staff. The staff would receive two sets of uniforms once a year. The findings of the research may mean that despite efforts by management and shop managers in motivating employees, employees had a blind eye and would expect more from management. The findings could also mean that employees were never satisfied by the company efforts and further stated that some employees would have their differences and it was the role of management to unite and motivate them to work hard.

4.2.2 Customer Satisfaction

Customers were also asked whether they were satisfied with the service they received from Lobels Bread employees and their responses were tabulated as follows.

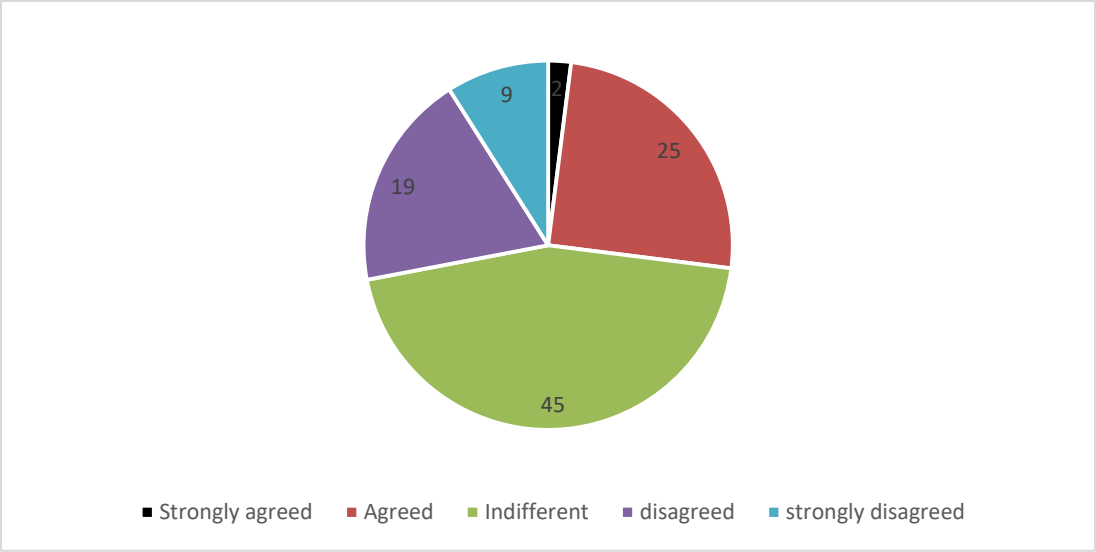


Figure 4.2: The Extent of Customer Satisfaction from the Reception of Lobels Bread Employees

The diagram above shows that 45% of the customers who responded were indifferent about the extent of satisfaction that amounted from the reception of Lobels Bread employees. Although 25% agreed as well as 2% who strongly agreed that they were satisfied with the reception that they received from Lobels Bread, it can be noted that customers were not convincingly satisfied about the type of reception they received from Lobels Bread employees. The 9% respondents who strongly disagreed highlighted that they preferred some employees to be transferred to other locations. The findings disagreed with Bulgarella (2006) who pointed out that customer satisfaction can be attributed to the relationship between the employee and the customer. The above findings indicate the importance of the employee to engendering a feeling of satisfaction

in the customer. (Johnson 2006) also pointed out that customers who experience high quality customer-employee encounters maintain a positive assessment of a relationship with an organization.

Customers disagreed that there were long queues when they wanted to access Lobels Bread products. Respondents pointed out that they were getting their product from Lobels hustle free and they enjoyed their shopping experience although they were not going well with some of the employees of Lobels Bread. The findings suggested poor internal marketing strategies on the part of some employees who failed to cultivate relations with their customers. The findings may mean that the possibilities of hustle free shopping experience could be the fact that customers were preferring other suppliers as a result of poor marketing strategies from Lobels employees. As noted by Borland (2006) that customers' relations with an organization come down to their relationship with the employees of the organization. It was paramount for Lobels Bread employees to embrace good relations with their customers so as to help the company gain customer loyalty.

When asked whether they had good relations with Lobels Bread employees, customers revealed that their relations with Lobels Bread was not so good. The following table shows customers responses.

Table 4.2 Customer Relationship with Lobels Employees.

Description	Response rate
Strongly Agreed	8%
Agreed	7%
Indifferent	11%
Disagreed	74%
Strongly Disagreed	0%

Source: Primary Data

The table above shows the customers responses regarding their relationship with Lobels Bread employees. It was clear that Lobels Bread was no longer maintain good customer relationships with its employees. This was shown by a 74% response rate from customers who revealed that they were not longer sharing good relations with Lobels Bread employees.

The table below shows the relationship between employee motivation and customer satisfaction.

Table 4. 3 Relationship between Employee Motivation and Customer Satisfaction.

Source	SS	df	MS			
Model	40.0843513	1	40.0843513	Number of obs =	56	
Residual	359.754934	54	6.66212842	F(1, 54) =	6.02	
Total	399.839286	55	7.26980519	Prob > F =	0.0174	
				R-squared =	0.1003	
				Adj R-squared =	0.0836	
				Root MSE =	2.5811	

customersa~n	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
employeemo~n	.0483725	.0197205	2.45	0.017	.0088353	.0879096
_cons	3.234526	.6025528	5.37	0.000	2.02648	4.442571

Source: Primary Data

If a t- test is greater than ± 1 , P value close to zero, R-squared value nearer to zero the result suggests a significant relationship between the two variables.

From the table above it was noted that a t-test of 2.45 was greater than ± 1 , the P value and R- squared values converged to zero. The tests conducted from the regression analysis suggested a significant relationship between employee motivation and customer satisfaction. This implied that any positive or negative variations in the levels of employee motivation would significantly impact on the level of customer satisfaction. The results of that analysis above agreed with Budhwar (2008) who stated that there was a strong positive relationship between customer satisfaction and the profitability of the firm. Customer loyalty is also significant factor for financial performance for a firm. Management also revealed that customer satisfaction was important because it provided business through knowledge on how best to improve their products, processes and services. Shop managers also revealed that customer complaints were also high that in some cases they were faced with refunding a customer and accepting returns of some products. The findings agreed with Uckun and Matan (2007) who cited that

customer satisfaction and loyalty invariably are earned by delivering excellent customer service, and the human touch is often the key differentiator. The findings of the study meant that the knowledge of internal marketing would help the company improve and eradicate such problems and ensure effectiveness in their operations.

4.3 Determining the Impact of Employee needs on Customer Satisfaction

When employees were asked whether their needs were met by working at Lobels the following table summarized their responses.

Table4.4 Employee needs and customer satisfaction

Description	Response Rate
Strongly agreed	5%
Agreed	74%
Indifferent	3%
Disagreed	15%
Strongly disagreed	3%
Total	100%

Source: Primary Data

The table above shows that 74% agreed whilst 5% strongly agreed that their needs were met by working at Lobels Bread. The employees pointed out that they were able to meet their basic needs on a day to day basis. 15% respondents disagreed whilst 3% strongly disagreed about their needs being met at Lobels Bread. 3% respondents were

however indifferent and were not willing to give their views about their satisfaction by working at Lobels Bread. The findings agreed to the Maslow hierarchy of needs cited in Chandler (2006) that individuals are motivated by physiological needs and higher order needs take precedence once the lower order needs were satisfied. The findings may also mean that employees were motivated by higher order needs which the company was not giving them.

The researcher found out that there were different groups of workers as the table has shown. Workers were not in the same income bracket. Some employees were earning higher than the other group. Employees were at different levels of according to the Maslow's hierarchy. This gave a differing level of job satisfaction and resulted in poor motivation amongst some employees. This could also mean that poor levels of motivation amongst employees' impacted negatively on customer satisfaction. The research also suggested that employees who were not motivated were unable to relate well to customers. This resulted in poor internal marketing strategies that would retain and satisfy customers effectively.

The following table relate to workers responses when they were asked whether they felt as part of the company.

Table 4.5 Employees Responses Whether They Felt As Part of the Company

Description	Response Rate
Strongly agreed	79%
Agreed	0%
Indifferent	3%
Disagreed	15%
Strongly disagreed	3%
Total	100%

Source: Primary Data

The table above shows that 79% respondents strongly agreed that they felt as part of the organization. 3% respondents remained indifferent and were not sure whether they were part of the organisation or not. 15% respondents disagreed whilst 3% also strongly disagreed that they felt as part of the organisation. The researcher found out that there was a small group of workers who were not satisfied about their stay at Lobels Bread. According to Maslow cited in Chandler (2006), a sense of belongingness is a motivation factor. Workers were motivated by feeling as part of a group. The researcher found out that there were low levels of motivation in the 17% employees who declined that they felt as not part of the organisation. The workers revealed that lack of job security made them not feel as part of the company. The rate of retrenchments made the employees unsettled and made employees uncomfortable with their stay at the company. The findings agreed with Forsyth (2006) who postulated that employees often display the signs of insecurity and the need to be safe. This may mean that lowering the levels of motivation may impact heavily on the level of customer satisfaction.

Employees were also asked whether they have received recognition or praise at one stage for doing their job. The responses were summarized in the following table.

Table 4.6 Employee Recognition

Description	Response Rate
Never	69%
In the last 6 months	10%
In the last year	6%
In the last 5 years	12%
In the last 10 years	3%
Total	100%

Source: Primary Data

The table above shows that 69% respondents pointed out that they have never received any recognition or praise for a job well done from their management. 10% respondents revealed that they received praise and recognition in the last 6 months. 3% respondents also revealed that they received praise in the last 10 years. The researcher found out that employees were not motivated as they thought that their management was not recognizing them at part of the organisation. In his two factor theory cited in John (2006), Herzberg mentioned that dissatisfiers were not necessarily the opposite of satisfiers. Praise and recognition were classified as satisfiers and the absence of satisfiers lead to employee demotivation. Basing on the two factor theory of motivation the researcher found that lack of praise and recognition tended to affect internal

marketing relations between employees and customers and often resulted in poor customer satisfaction.

However, the management interviews conducted revealed that recognition of employees has not been consistent for the past 5 years. The company however managed to conduct long term serving awards for its employees in 2015 and managed to recognise 3 employees who served the company for more than 10 years.

4.4 Impact of Employee Empowerment on Customer Satisfaction.

The researcher sought to establish the levels of employee empowerment in the organisation. Employee responses have been summarized below

4.4.1 Training and Learning Opportunities

The following table summarises respondents' opinions regarding the opportunities availed to them to train and learn.

Table 4.7 Employees' Training and Learning Opportunities

Description	Response Rate
Never	80%
In the last 6 months	10%
In the last year	8%
In the last 5 years	2%
In the last 10 years	0%
Total	100%

Source: Primary Data

The table above depicts the impact of employee empowerment on customer satisfaction. 80% employees revealed that they have never had the opportunity or chance to learn during their stay at Lobels Bread. Only 10% admitted to have received some form of training in the last 6 months and cited that the training was done prior to engagement in full time contract work. The respondents also revealed that training and learning was a major motivator at the work place but it was unfortunate that their management did not provide them with time and resources. 8% respondents also revealed that they received training in the past 1 year whilst 2% admitted that they were since availed with learning opportunities in the last 5 years. The need for training was emphasised by Donnelly et al, (2007) who said that training programs comprised a lot of practices which enlighten workers and teaches them in job skills as well as assist them develop for potential promotion.

The researcher found out that employees were not motivated and were not availed with opportunities to further their education whilst they were engaged at work. Workers revealed that the some of the massive retrenchments conducted by Lobels were as a result of conflict of interest between employees and management regarding opportunities to learn and grow. Workers lamented at the high levels of unemployment in the country and cited that this was the reason why management regarded employees' services as replaceable. Asim (2013) also added that training helps to create good quality results in performance and mentions the fact that if training is superior performance also becomes superior. The findings of the research may mean that lack of training and opportunities to further employees' education impacted negatively to customer satisfaction. The findings also tallied with one of the findings by Frank and Lilian Gilbreths' that workers perform well if they believed that management recognized their welfare.

However an interview with management revealed that training and development of workers is sometimes conducted. The HR revealed that the last employee training programme was conducted 2 months ago. The training is usually given to those who are aligned to the strategic plans of the management. The research found that management were not prioritizing training programs for both staff and managers. Donnelly et al, (2007) mentioned the importance of training and said that training programs comprised a lot of practices which enlighten workers and teach them in job skills as well as assist them develop for potential promotion.

Employees were asked whether their opinions and views were recognised by management. The following table summarises their responses:

Table 4.8 Employee Involvement and Participation in Company Decision Making

Description	Response Rate
Strongly agreed	0%
Agreed	0%
Indifferent	18%
Disagreed	79%
Strongly disagreed	3%
Total	100%

Source: Primary Data

Respondents revealed that their input as workers was not recognised by management. This was shown by a 79% respondents who revealed that their views and opinions were not recognised by management. Employees felt that management should also consider their views and opinions before taking some decisions that impact on their welfare. Employees also revealed that the role of management has been changed to that of hiring and firing coupled with retrenchments that are negatively impacting on employee motivation as they were no longer certain about their job security at Lobels Bread. One employee stated that they are motivated by good working conditions and fair remuneration packages at work. An interview with management also revealed that only shop managers were allowed to make decisions and employees were to report to shop

managers. Subordinates would communicate to shop managers after which a proper channel of communication is made to the top management. Management revealed that in most cases they receive more complaints than ideas from the employees. The findings agreed with Thomas (2011) who said that when intrinsic involvement is high, employees sense that their efforts are central as well as formulate a meaningful role in the organization and they are more highly motivated. This may mean that lack of employee involvement also demoralise employees and may result in poor levels of customer satisfaction. Harkins & Petty (1982) also added that when workers were involved in decision making that concerns the organisation, it raises a feeling of value and recognition placed upon them and consequently motivating them as well. For Lobels Bread the employees are part of the reception of the company and most customers see the face of the company through the employees. It was however, important that internal marketing strategies be cultivated and maintained at optimum levels to ensure the company remains competitive in the bread sector.

The following table shows a summary of the regression analysis conducted to establish the relationship between employee empowerment and customer satisfaction.

Table 4.9 Relationship between Employee Empowerment and Customer Satisfaction

Source	SS	df	MS			
Model	294	1	294	Number of obs =	9	
Residual	465.555556	7	66.5079365	F(1, 7) =	4.42	
Total	759.555556	8	94.9444444	Prob > F =	0.0736	
				R-squared =	0.3871	
				Adj R-squared =	0.2995	
				Root MSE =	8.1552	

customersa~n	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
empowerment	7	3.329363	2.10	0.074	-.8726918	14.87269
_cons	30.77778	7.192245	4.28	0.004	13.77082	47.78474

Source: Primary Data

The table above shows a t-test of 2.10 was greater than ± 1 and a P value of 0.0740 converged to 0. The analysis was based on 9 employee observations who responded to the questionnaires. The results revealed that there is a positive significant relationship between employee empowerment and customer satisfaction. This implied that if employees are not empowered they feel demotivated and this affects their work which may result in poor relations with customers. The researcher found out that employee empowerment is directly linked to customer satisfaction. The findings agreed with (Lovelock and Wirtz 2010) who pointed that Organizations that empower their employees have a likelihood of succeeding in terms of customers' satisfaction.

This means that any positive or negative variations in employee empowerment may impact the level of customer satisfaction. Management revealed that their employee needs were many and some of the common were education loans for employees and their children. The management revealed that the company used to advance such loans

but the company was no longer in the capacity to continue advancing education loans to its employees. Management also revealed that the company was still financially distressed and that it was on the verge of recovering from the harsh economic conditions which still prevailed at the time of the research was conducted.

4.4 Data Analysis and discussion

The researcher noted that despite efforts by management and shop managers to motivate employees, employees tended to have a blind eye and would expect more from the company. This implied that employees were not satisfied by the motivation strategies employed by management. The methods used by management were both financial and non-financial in nature. The researcher noted that the strategies that Lobels used to motivate its employees were also cited by Herzberg when he stated that money, nice office and job security help workers from getting less motivated, but they do not necessarily help workers to become more motivated. It is possible that workers were not motivated by the current strategies employed by their management.

The research also found out that management employ job rotation programmes as part of their motivation strategies this finding was also cited by Adair John (2006) who suggested that Job rotation, allows an employee to work in different departments or jobs in an organization to gain better insight of operations. This method can be suitable more for Lobels Bread employees when involved in monotonous, boring and repetitive tasks. It therefore this gives an employee a greater variety of tasks. This however does not

modify or redesign the employee's job, but it allows increasing his or her skills and knowledge about other jobs.

Uckun and Matan (2007) noted that customers' relations with an organization come down to their relationship with the employees of the organization. The researcher has found that employee customer relationship was poor and this lead to poor internal marketing strategies such as failure by the company staff to retain existing customers. A problem or need that is addressed quickly, efficiently, and with care and concern for the customer could lead to strong customer loyalty Borland (2006).

Customer to employee relationships can be so powerful that in some cases, the customer may choose to leave an organization if the employee leaves. Customer to employee relationships may be valued so highly that customers may be willing to follow servers, even if they change employers. However in the case of Lobels Bread customers were not satisfied with the service they received from the company employees.

4.5 Summary

This chapter achieved the research's aim to present the results of the research. The collected data was organized interpreted and discussed to give meaning to it. The results analysed were specific to establish the relationship between employee motivation and customers' satisfaction. An obligation is made that management would want to use the results as a guide and for readers and researchers who would want to

advance this research further, so clear presentation, analysis, discussions and interpretation of findings were done.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter focused on summary of findings, conclusions and recommendations. It seeks to summarize the findings of the study and to establish the extent to which the research objectives were answered in coming up with the conclusion of the research. The chapter summed up with the recommendations based on the research conclusions and these suggested ways of solving the problems and also for future references and studies.

5.1.1 Relationship between Employee Motivation and Customer Satisfaction

The research also found that employees were not motivated. Despite efforts by management and shop managers to motivate their employees' motivation amongst employees remained low and this contributed more to poor levels of customer satisfaction.

The research also found out that there was a relationship between employee motivation and customer satisfaction which is supported by Budhwar (2008). The regression analysis established a positive result between the two variables. This implied that any

positive or negative variations in the levels of employee motivation would result in a significant effect of customer satisfaction.

The research found out that workers felt they were not part of the organization as they thought that management was not concerned about their welfare. Although management had a number of incentives and strategies it used to motivate its staff there was more to look into the welfare of the employees in order to improve the internal marketing of the company.

5.1.2 Relationship between Employee Empowerment and Customer Satisfaction

The research found out that workers were not availed with opportunities to further their education or engaged in internal training programs of the company which are supported by Donnelly et al, (2007) . The researcher found out that lack of training opportunities to employees impacted negatively on customer satisfaction.

The researcher also found out that lack of employee involvement also demoralizes employees and this resulted in poor internal marketing strategies explained by Jeroen Jong & Deanne Hartog (2007). Employees were the essential part of the organization and in most cases the face of the company and the way they related to customers ended up painting a negative picture about the whole organization. The attitudes employees developed for their company was split to the customers and the result was a

sour relationship between the employee and the customer, in the end tarnishing the image of the organization.

The researcher also established a positive relationship between employee empowerment and customer satisfaction. The regression analysis revealed a result of 2.10 for the t-test and a P value of 0.074. This implied a significant relationship between the two variables. This also implied that a variation in the levels of employees' empowerment would impact on customer satisfaction.

5.2 Conclusions

5.2.1 Relationship between employee motivation and customer satisfaction

The research concluded that lower levels of employee motivation affected internal marketing strategies of the organization.. The customer satisfaction levels were very low and that the company received a lot of complaints as a result of poor deteriorating quality and standards of the company operations.

The research also concluded a positive relationship between employee motivation and customer satisfaction. Lower employee motivation resulted in poor customer satisfaction supported by Shadare et al, (2009)

5.2.2 Relationship between employee empowerment and customer satisfaction

The research also concluded that lack of training and education opportunities contributed to lower employee morale. The employees become uncertain whether management would want to invest in them or not. Employees felt insecure about their jobs and would not feel part of the company. Employees would not give all their heart on their jobs as they were not assured of job security in face of ongoing retrenchment exercises.

The research also concluded that lack of employee involvement in decision making process resulted in low morale. Workers would work harder if they believed they had an input in the day to day operations of the company. Employees would want to associate themselves with the company if they believed that management considered and valued their ideas.

The research also concluded a positive relationship between employee empowerment and customer satisfaction. If employee empowerment is low then customer satisfaction will tend to decrease as well.

5.3 Recommendations

The researcher recommended the following

5.3.1 Meeting Customer Needs and Customer Satisfaction

Management should rely on formal human resources planning as this ensures the firm's long term goals. The goals made by both employers and employees should be long term oriented, results oriented. High employee participation of employees is very essential in planning. There is an old Chinese proverb that say, "The greatest ideas come from the shop-floor workers". Thus it builds transparency, trust and also builds a sense of belongingness' regardless that they are employees.

5.3.2 Employee motivation and customer satisfaction

Managers should conduct efficient recruitment and selection procedures, concentrating on the candidates' knowledge and ability. Different methods of recruitment and selection should be implemented for example interviews and trade tests this ensures that firm will obtain different views of employees. Different types of recruitment and selection ensures that the firm will get the right candidates for the vacancies. It would be easier for management to motivate employees with common interests and goals.

5.3.3 Employee Empowerment and Customer Satisfaction

The company should put in place career planning programmes that are in line with the objectives of the company. Both employers and employees should continuously go on training programs this is supported by Donnelly et al, (2007) for both Human Resources issues so that they are always abreast of the current market trends and practices. Training should also be in concurrence with the needs of the firm and economy as a whole. On the job training is one method of training which is cheaper compared to off

the job training therefore it will ease the expenditure burden of the company and on the job training encompasses both employers and employees.

Management is encouraged to involve its employees in managing performance. Schuler, Jackson and Tarique (2011) emphasised that performance management should be seen as an end goal that seek to improve organisational performance. Failure of employers to embrace the diversity of employees' cultural backgrounds results in poor motivation of employees which results in high labour turnover and absenteeism.

Employers should implement different types of methods to reward employees so that they can motivate them as stated by Stan Davis & Jame Kohlmeyer,III (2005).. Employers should apply both ethical and transparent principles in compensating employees. Employees should be rewarded fairly basing to market demands or needs.

5.5 Conclusion

There is need to ensure that management incorporate and take into cognisance effective Retail Management practices. If internal marketing of the company is to gain competitive advantage, effectiveness of Human Resources Management Practices are a prerequisite for success.

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MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF RETAIL AND LOGISTICS MANAGEMENT

QUESTIONNAIRES FOR EMPLOYEES

Good morning/afternoon I am Sharon Nyautā a part 4 student who is doing B.Com in Retail and Logistics at Midlands State University (MSU). I am doing a research on Lobels Bread Internal Marketing and Customer Satisfaction and this is part of fulfillment of my degree.

The information is for academic purpose and it is private and confidential.

Thank you

Kindly tick where it is most relent to you on the following questions below:

1) Are your needs meet by working at Lobels Bread?

strongly agree

agree

indifferent

disagree

strongly disagree

2) Do you feel like you are part of the company

strongly agree

agree

indifferent

disagree

strongly disagree

3) have you received any recognition or praise for doing good work

Never

In the last 6months

In the last year

In the last 5years

In the last 10years

4) upon working at Lobels have you had the opportunity to learn and grow?

Never

In the last 6months

In the last year

In the last 5years

In the last 10years

5) At work do your opinions seem to count?

strongly agree

agree

indifferent

disagree

strongly disagree

THE END

Thank you so much for your cooperation God Bless you.

MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF RETAIL AND LOGISTICS MANAGEMENT

QUESTIONNAIRES FOR CUSTOMER

Good morning/afternoon I am Sharon Nyautā a part 4 student who is doing B.Com in Retail and Logistics at Midlands State University (MSU). I am doing a research on Lobels Bread Internal Marketing and Customer Satisfaction and this is part of fulfillment of my degree. The information is for academic purpose and it is private and confidential.

Thank you.

Kindly provide ticks were it is most relevant to you on the following questions below:

1) How would you rate the service from Lobels Bread

Very good

good

average

bad

very bad

2) Would you prefer the employees at Lobels to be changed

strongly agree

agree

indifferent

disagree

strongly disagree

3) Are there always long ques

strongly agree

agree

indifferent

disagree

strongly disagree

4) Would you say you have a good relationship with Lobels employees

strongly agree

agree

indifferent

disagree

strongly disagree

5) Given a choice would you chose to buy from another bakery instead of Lobels

strongly agree

agree

indifferent

disagree

strongly disagree

THE END

Thank you so much for your cooperation God Bless you.

MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF RETAIL AND LOGISTICS MANAGEMENT

INTERVIEW QUESTIONS FOR HUMAN RESOURCE (HR) MANAGEMENT

Good morning/afternoon I am Sharon Nyautā a part 4 student who is doing B.Com in Retail and Logistics at Midlands State University (MSU). I am doing a research on Lobels Bread Internal Marketing and Customer Satisfaction and this is part of fulfillment of my degree. The information is for academic purpose and it is private and confidential.

Your participation in this exercise is greatly appreciated.

Thank you.

- 1) What do you understand by the term internal marketing?
- 2) What motivation strategies do you use for employees?

- 3) How often to you do trainings and development programmes?
- 4) What payment system do u use for frontline employees?
- 5) Which criteria do you use when employing employees?
- 6) Do you have any awards or recognition programs for employees?
- 7) Do employees get to participate in decision making?
- 8) What are your employee needs and how do you meet them?
- 9) What do you understand by the term employee empowerment?
- 10) Is customer satisfaction important to the company?

MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF RETAIL AND LOGISTICS MANAGEMENT

INTERVIEW QUESTIONS FOR RETAIL SHOP MANAGEMENT

Good morning/afternoon I am Sharon Nyautā a part 4 student who is doing B.Com in Retail and Logistics at Midlands State University (MSU). I am doing a research on Lobels Bread Internal Marketing and Customer Satisfaction and this is part of fulfillment of my degree. The information is for academic purpose and it is private and confidential.

Your participation in this exercise is greatly appreciated.

Thank you.

- 1) What kind of relationship do you have with your subordinates?

- 2) How do you motivate employees?

- 3) Is customer satisfaction important and how do you meet it?
- 4) Are customer complaints common and what do you do about them?
- 5) In your absence are employees allowed to make decisions?
- 6) Are employees united, how do they relate with one another?
- 7) What motivates you?