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A STUDY: EMPLOYEE'S JOB SATISFACTION, ITS ANTECEDENTS AND LINKAGE BETWEEN CUSTOMER SATISFACTION AND EMPLOYEE SATISFACTION

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ABSTRACT

In order to execute well-informed business decisions, managers need more than a ledger of numbers to understand what is really taking place "on the front line." The extensive studies have shown that motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. Satisfaction is infectious and it indeed permeates across the employee-customer boundary, where revenue and brand image are continuously at stake. As the production and marketing of product/services involve human interaction between producer and consumer, the question is relevant to what extent the marketing function intersects with production and HRM functions. So this paper particularly deals with the relationship between employees versus customer satisfaction. If the two are found to be mutually reinforcing, then company policies should take that fact into consideration. Motivation of staff hinges on a joint effort of production, HRM and marketing managers. And in reverse, staff motivation is a key element in successful marketing. Customer satisfaction and increased profitability can be achieved by managing the quality of employees and by improving employee satisfaction. Since customer satisfaction feeds back into employee satisfaction, is a competitive advantage. In this paper, I first discuss conceptualization of employee satisfaction, its antecedents and its relevant importance to firm's profitability. Then, I discuss how employee satisfaction is linked with customer satisfaction. Moreover, I provide suggestions to improve employee satisfaction to foster customer satisfaction. This study may have practical significance for HR manager and marketing manager to satisfied and retain their loyal and committed employees and customers.

KEYWORDS

Employee satisfaction, Productivity, Commitment, Customer satisfaction, Profitability.

INTRODUCTION

Job satisfaction describes how content an individual is with his /her job. Job satisfaction is individual's overall attitude on his/her job (Robbins, 1999). Drever (1964) described job satisfaction "as an end state of feeling." The happier people are within their job, the more satisfied they are said to be. Job satisfaction is an important criterion for the success of an organization. It is closely associated with life satisfaction, job performance, absenteeism; turnover and psychological distress are significantly affected by employee satisfaction (Davis, 1992; and Spector, 1997). According to Locke (1976), job satisfaction is an emotional reaction that "results from the perception that one's job fulfills or allows the fulfillment of one's important job values, providing and to the degree that those values are congruent with one's needs". Ilgen(1971) and McFarlin and Rice (1992), conceive of job satisfaction as resulting from the size of the discrepancy that one perceived, if any, between what he expects to receive from his work and what he perceives he is receiving. Pinder (1997) suggests that the satisfaction results from at least three general types of perceptions. First, the person must see that there is a positive increment in the level of desired outcomes he/she receives. Second, the shorter the period over which the improvement occurs, the greater is the feeling of satisfaction (called the notion of velocity). Third, positive increase in the rate of positive change also adds to the sensation of satisfaction. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience and is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander. et. al, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Organizational Antecedents of Employee Satisfaction and Employee Customer Service

Some researchers have focused on organizational antecedents of employee satisfaction and employee customer service. Yoon, Hyun Seo, and Seog Yoon (2000) identify three antecedents:

1. Perceived organizational support (POS), that is, the extent to which employees perceive that the organization values their contributions and cares about their well-being.
 2. Perceived supervisory support (PSS), that is, the extent to which supervisors develop a climate of trust, helpfulness, and friendliness; high PSS implies that important socio emotional resources are immediately available in the work environment.
 3. Customer participation, that is, the extent to which a customer is physically, mentally, and emotionally involved in the delivery of a service/product. At this level, both the resources/information that customers bring into the transaction and the actual behaviors they engage in are important.
- It was found that all three antecedents affect employee service quality through their effect on employee service effort and perceived job satisfaction. Empirical findings suggest that:

1. Of the three antecedents, perceived supervisory support is the single most powerful predictor of job satisfaction and employee service effort.
2. Job satisfaction is a more important predictor of employee service quality than employee service effort.

SUMMARY OF A NUMBER OF PREVIOUS STUDIES INDICATING THE VARIOUS ANTECEDENTS OF EMPLOYEE SATISFACTION

S. No	Antecedents studied	Author's name (year)
1.	Intrinsic reward(Autonomy, achievement in work, recognition, promotion opportunities, skill variety, task identity, task significance, and feedback)	Edwin Theory (1976); Hackman, & Oldham (1976); (Coleman, 1976); Alexandros-Stamatios et. al. (2003); Lincoln and Kalleberg (1990)
2.	Extrinsic rewards(Hygiene factors include aspects of the working environment such as company policies, supervisory practices, pay and fringe benefits, promotion or advancement opportunities and other working conditions)	Hackman, & Oldham (1976); Adams (2000); Lincoln and Kalleberg (1990)
3.	Superior-subordinate communication and relation	Wheelless, and Howard (1984); Winska(2010); Heather et. al.(2005); Luthans & Larsen, (1986); Whitely, (1984);; Wheelless, Wheelless, and Howard (1984)
4.	Work load and stress	Beehr (1995); (Cooper, et al. 1989); Cushway et. al.(1996); Hinshaw, et.al. (1983); Lucas, et. al. (1993); Dolan, 1987; Devereux, 1981; Nolan, (1995).
5.	Organizational Climate	James and Jones (1974); Locke, (1976); Payne and Pugh, (1976); Payne. et. al. (1976); Hellrigell and Slocum (1974); Bowen, & Ostroff, (2004); Wright, et. al.(2001); Wright. et. al. (2005)
6.	Job security	Arabi, (2000); Jandaghi, (2011); Preussand Lautsch, (2002) and Al-Najjar, (1996)

INTRINSIC AND EXTRINSIC REWARDS

Lincoln and Kalleberg (1990) have argued that the rewards offered by an organization may have a powerful effect on employees' attitudes towards their job. The rewards may be classified into intrinsic and extrinsic rewards. The intrinsic rewards are those that exist in the job itself, such as variety, challenge, and autonomy. Extrinsic reward comprises elements such as pay and fringe benefits, promotion or advancement opportunities within the organization, the social climate, and physical working conditions. Driscoll and Randall (1999) have argued that extrinsic rewards are strongly associated with continuance commitment and intrinsic rewards are strongly associated with job involvement and affective commitment. Employee satisfaction is defined as the satisfaction individual derives from intrinsic and extrinsic aspects of their careers, including pay, advance mental and developmental opportunities (Greenhouse, 1990), the work environment and the reward structure offered on the job as well as the family obligations of the employees can be viewed as the factors of employee satisfaction (Dargahi and Sergi, 2007, Davis, 1992). Schneider et al.'s (2003) research demonstrates that employees can derive satisfaction from the knowledge or feedback that their organization is performing well and is accomplishing its goals and explored the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). Their results showed consistent and statistically significant positive relationships (over varied time lags) between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS). This rationale is consistent with recent research on the impact of financial and non financial incentives (e.g., training) on business-unit outcomes. For example, Peterson and Luthans (2006) used a quasi-experimental, control group design and found that both types of incentives had a significant impact on store profit, customer service, and employee turnover. Initially, the financial incentive had a greater effect on all three outcomes (as one might expect). Adams (2000) found that non-financial incentives include holidays, flexible working hours, access to training opportunities, sabbatical/study leave, planned career breaks, occupational health counselling and recreational facilities have impact on job satisfaction (Adams, 2000). Another study revealed that job satisfaction includes general elements and specific elements: the whole perception of job pleasure is considered as general elements; job security, pay, co-worker, supervision and personal growth and development are considered as specific elements and have impact on employee' job satisfaction (Hackman & Okham, 1980). Singh (1990) pointed out that the job satisfaction is a part of life satisfaction, the nature of one's environment off-the-job. Similarly, a job is an important part of life, job satisfaction influences one's general life satisfaction as an effective reaction, feeling of employees with job, supervision, coworkers, salary/pay and his/her current and future career progress. Maslow (1954) suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Herzberg et al. (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility. Extrinsic factors which they named 'hygiene' factors were found to be job 'dissatisfiers' and included company policy, administration, supervision, salary, interpersonal relations and working conditions. Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez. et. al, 1997). It is a depended variable affected by such variables as wage, benefits, relations with colleagues and superiors, job security and job type. Additionally, employees' commitment to job evokes their working consciousness which will lead into performing the affairs better and rationalism due to faith enhancement (Steers et al., 1993; Ozer and Gunluk, 2010). According to Smith, Kendall and Hullin, there are five job traits which show remarkable characteristics of a job including job satisfaction, satisfaction from superior, satisfaction from colleagues, satisfaction from promotion and satisfaction from wage/salary (Hosseinzadeh and Saemian, 2002). Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961).

SUPERIOR/SUBORDINATE COMMUNICATION

Supervisor-subordinate communication has been one of the most popular areas in organizational communication research. Research has shown that one-third to two-thirds of the managers' time communicating with subordinates (Jablin, 1985) and most supervisory communication is verbal and occurs in face-to-face contexts (Luthans & Larsen, 1986; Whitley, 1984, 1985). In 1987, organizational communication – job satisfaction studies were summarized by Pincus and Rayfield. Studies of superior and subordinate communication have been pervasive in the organizational communication literature. Jablin (1979) noted that such research has been an "object of investigation by social scientists for most of the 20th century". Among the reasons for the interest is that subordinates communicate with superiors to (a) reduce uncertainty about their environment and roles (Jablin & Krone, 1994), (b) individualize the organization to meet their needs (Jablin, 1982), and (c) assess their specific place in the organization (Sias & Jablin, 1995). Superiors' quality of communication with subordinates is also a critical element to an effective superior subordinate relationship. Equally, Lee and Jablin (1995) considered subordinate's high-quality communication with superiors as critical to meeting their personal, relational, and organizational goals. Thus, research findings support the importance of preserving a functioning relationship between superiors and subordinates. In 1995, Lee and Jablin investigated subordinates' need to maintain superior and subordinate relationships in deteriorating, escalating, and routine situations. Kramer's (1995) longitudinal study examined the importance of communicating with superiors during change, such as in the case of job transfers. The study's results indicated that during the first year at a new location, transferees needed high-quality superior subordinate communication primarily for feedback and social support. Satisfaction is a response by the subordinate to the task or relationships. Thus, one contributing factor to satisfaction is tied to interpersonal relationships at work (Jablin, 1979; Jablin & Krone, 1994). For example, Interpersonal Needs Theory suggests that employees will be more satisfied with superiors if superiors meet their needs for communication, feedback, and personal growth (Hackman & Johnson, 2000). Jablin stated that "in an open communication relationship between superior and subordinate, both parties perceive the other interactant as a willing and receptive listener and refrain from responses that might be perceived as providing negative relational or disconfirming feedback." (Jablin, 1979,) Openness in supervisor-subordinate communication involves two interrelated dimensions: openness in message-sending and openness in message-receiving (Redding, 1972). Many researchers reported that subordinates' perceptions of openness are positively related to their job satisfaction, and in particular their satisfaction with supervision. Wheelless, and Howard (1984) suggested that subordinates' perceptions of supervisory "receptivity" (openness in message receiving) are a powerful predictor of workers' job satisfaction. On the other hand, Tjosvold (1985a, b) found that subordinates' perceptions of openness are also related to the nonverbal warmth (communicated through eye gaze, posture, facial expression, and voice tone) displayed by superior in their interactions with subordinates. Regarding upward communication, one of the more frequently reported results is that subordinates are often hesitant to communicate upward information that is unfavorable or negative to them. Fulk and Mani (1986) examined the degree to which supervisors' downward communications affects the accuracy and frequency of subordinates' upward communication distortion. They suggested a reciprocal relationship between superiors' and subordinates' communication behaviors such that "subordinates reported withholding information and generally distorting communication sent upward when their supervisors were seen as actively withholding information". Some studies focused on the communication behaviors of "effective" compared to "ineffective" superiors. Manz and Sims (1984) reported that effective "unleaders" (leaders/coordinators of self-managed groups) display distinctive types of communication behaviors such as encouraging open discussion of problems, acting as a communication link with other groups. Furthermore, Reddings, after reviewing the researchers, summarized that good supervisors are considered to be: (1) "communication minded" – enjoy communicating; (2) approachable, open, willing, and empathic listeners; (3) oriented toward asking or persuading in contrast to demanding or telling; (4) sensitive to the needs and feelings of subordinates; and (5) open in communicating information to subordinates and willing to explain "why" policies and regulations are being enacted (Reddings, 1972,). Other studies have focused on the exploring relationships between a number of superiors' and subordinates' communication-related characteristics and subordinates' levels of job satisfaction. For example, Johnson, Luthans, and Hennessey (1984) reported that "internal" (with respect to locus of control) supervisors tend to use persuasion more with subordinates than "external" leaders, and that supervisor persuasiveness is positively related to subordinate satisfaction with supervision. Relatedly, Infante and Gordon (1985) suggest that subordinates' satisfaction with supervision are positively related to the degree to which they perceive their superiors as high in argumentativeness and low on verbal aggressiveness. Similarly, Richmond, McCroskey, and Davis (1986) found

that subordinate satisfaction is related to their supervisors' use of power and affinity-seeking strategies. On the other hand, Remland (1984) reported that perceptions of leader "consideration" are positively related to the degree to which supervisors display less status nonverbally and subordinates exhibit more status nonverbally. Lastly, in reviewing the literatures exploring feedback in superior-subordinate communication, Jablin concluded that feedback from superiors to subordinates appears related to subordinate performance and satisfaction, and a subordinate's performance to a large extent controls the nature of his/her superior's feedback (Jablin, 1979). It was suggested that subordinates receiving feedback from sources high versus low in credibility judge the feedback as more accurate, the sources as more perceptive, tend to express greater satisfaction with the feedback, and are more likely to use the performance suggestions offered in the feedback (Bannister, 1986; Earley, 1986). Larson in 1986 stated that "Supervisors may often be reluctant to give subordinates negative performance feedback and this reluctance can affect both the content and frequency of the feedback they give". On the other hand, it was found that supervisors with limited authority and informal influence in decision making do not often use confrontative tactics (oral warnings) in disciplining subordinates (Beyer & Trice, 1984). Besides, positive supervisory feedback to new employees is negatively related to their turnover (Parsons et. al. 1985). Furthermore, supervisors tend to exhibit positive verbal reward behaviors more frequently in response to high performers, as opposed to goal-setting, punitive, and task information behaviors in response to low performers (Sims & Manz, 1984).

WORK STRESS AND LOAD

According to Beehr (1995) job stress is defined as "a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely." Several studies have tried to determine the link between stress and job satisfaction. Job satisfaction and job stress are the two hot focuses in human resource management researches. According to Stamps & Piedmonte (1986) job satisfaction has been found significant relationship with job stress. One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction (Cooper, et al., 1989). In other study, Vinokur-Kaplan (1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. Fletcher & Payne (1980) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated. The study of Landsbergis (1988) and Terry et al. (1993) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. Sheena et al. (2005) studied in UK found that there are some occupations that are reporting worse than average scores on each of the factors such as physical health, psychological well-being, and job satisfaction. The relationship between variables can be very important to academicians. If a definite link exists between two variables, it could be possible for a academician to provide intervention in order to increase the level of one of the variables in hope that the intervention will also improve the other variable as well (Koslowsky, et al., 1995). A strong negative relationship was found between clinical leadership, inter-professional collaboration, stress and job satisfaction (Konstantinos and Christina, 2008). The negative influence of stress on job satisfaction has been noted also in a number of studies (Cushway et. al.1996; Hinshaw, et.al. 1983; Lucas, et. al. 1993; Dolan, 1987; Devereux, 1981; Nolan, 1995). Survey of the literature on occupational stress reveals that there are a number of factors related to job which affect the behaviour of the employees and as a result of it, normal life is disturbed (McLean, 1974; Brief et. al, 1981). Cooper and Marshal (1976) stated that occupational stress includes the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working conditions associated with a particular job. Orpen (1991) observed that major source of stress is derived from the occupational environment; proponents of this view tend to argue that role holders in certain occupation, irrespective of individual differences, are much more likely to experience stress. Here, the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resource of employees in the organisation. Upadhyay and Singh (1999) found that the executive as well as the teachers experienced a moderate level of stress, the executives experienced more stress than the teachers did. The results revealed a significant difference between these two groups on the experience of stress due to factors such as role overload, intrinsic impoverishment and status variable. Emsley (2003) in their research study multiple goals and managers' job-related tension and performance suggested that job-related tension and performance deteriorate as managers pursue multiple goals although the relationship seems to be non-linear. The relative importance of goals does not appear to be important. Manshor, et.al. (2003) in their study examined that workloads, working conditions, and relationship at work were the main concern of the managers that lead to stress at the work place.

ORGANIZATIONAL CLIMATE

Job satisfaction is an effective or evaluative state while the concept of climate is a descriptive, cognitive, and non-evaluative construct (Wall, 1979). This classification is further emphasized in the work of (James and Jones, 1974; Locke, 1976; Payne and Pugh, 1976; Payne, Fineman and Wall, 1976). However, Hellrigel and Slocum (1974) have suggested that a dynamic relationship exists between job satisfaction and climate. Vroom (1964) postulated a model of job satisfaction which reflects valence of the job for its incumbent. He argued that the strength of the force on a worker to remain on his job is an increasing function of valence on his job. Rajendran (1987) reported significant correlation between organizational climate and job satisfaction in a public sector industry in Tamil Nadu, India. Srivastava (1994) studied a group of executives and supervisors and reported that overall organisational climate is positively related with job involvement and higher order needs (self esteem, autonomy, and self actualization) are related with job involvement. Ali and Akhtar (1999) explored the effect of organizational climate on job satisfaction and they reported that those who scored high on organizational climate also differed significantly on job satisfaction scale. Srivastava and Pratap (1984) and Sharma (1987) studied job satisfaction and organizational climate among executives and supervisors, reported a significant positive relationship between the over all climate and job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction, influence in decision making, goal-setting and control. The predominant view has focused on the situational context (e.g., supervisory support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (Bowen, & Ostroff, 2004; Wright, Dunford, & Snell, 2001; Wright, Gardner, Moynihan, & Allen, 2005). In a study of 5,568 employees across 90 companies and 37,036 of their customers, it was found that organizational communication, employee engagement, and organizational culture are the three key antecedents to employee satisfaction (Kozzani and Oakley, 2005).

JOB SECURITY

Job security is one of the implications of security. In job security, there are issues such as job changes, missing the job and non achieving proper jobs. According to industrial and organizational psychologists, job security is one of the creators of job satisfaction and commitment (Thomas et al., 2006). When people are not certain about next month job, they can feel belonging to a group or a part of community with joint interests (Jandaghi, 2011). In past studies revealed that there is (Preussand Lautsch, 2002 and Al-Najjar, 1996) significant and positive relationship between job satisfaction and organizational commitment with job security is proved. Based on Maslow's needs hierarchy and his findings, Tannenbaum (1992) reports: in the third world countries, need to job security is the top priority (Tannenbaum, 1992). According to Arabi, job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors. If individual A feels that he/she will continue his/her job until the end of his/her service and will not be threatened by individual B to play his/her proper job roles and tasks, such person enjoys job security (Arabi, 2000). Herzberg's content analysis of interview data showed that job security was the most important extrinsic factor, but his approach has since been discredited (House & Wigdor, 1967; Vroom, 1964). Borgatta's (1967) notion of the "play-safe and security complex" was directly inspired by Herzberg. A secure job was defined as something "easy and pleasant to do, that would provide a good life for family, and sufficient comfort and leisure" (Borgatta, Ford, & Bohrnstedt, 1973). Borgatta's (1967) conceptualization contrasts job security with work orientation. His theory is somewhat normative. For example, he claims "it is questionable that the person is operating properly from the point of view of organized society, if he deliberately and methodically calculates all his actions to maximize playing safe and being secure". Super (1957) viewed security as ". One of the dominant needs and one of the principal reasons for working". He incorporated the construct into his occupational development theory. He observed that the subjective meaning attributed to security varies but the main components of job security are always the same, namely, seniority and a stable company.

Rosenberg (1957) studied the occupational values of college students and concluded that job security is based on a broader economic orientation. His view is consistent with Super's (1970) work values inventory in which security concerns economic returns. It is also consistent with Herzberg's two-factor theory. Blum (1960) continued this line of inquiry, identifying job security as a major factor in occupational choice. The variable has been included as a facet of job satisfaction in numerous studies for example, Hackman and Oldham (1974). The results of studies by Alnajjar (1996) titled the relationship between job satisfaction and organizational commitment in UAE employees based on job security indicated that there is significant relationship between job satisfaction and job security (Ahmad, 1996).

IS HAPPY WORKER A PRODUCTIVE WORKER?

Human Relations perspective posits that satisfied workers are productive workers (Argyris, 1964; Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical as well as socio emotional needs. One study based on 7,939 business units in 36 companies found that, "on average business units in the top quartile on the employee engagement measure produced 1-4 percentage points higher in terms of profitability. Similar results were found for productivity (revenue or sales per month). Business units in the top quartile on employee engagement had, on average, from \$80,000 to \$120,000 higher monthly revenue or sales" (Harter, Schmidt, and Hayes, 2002). So satisfied employees are more productive, innovative and loyal, which in turn leads to customer retention (Corporate Leadership Council, 2003). Of course, dissatisfied employees will likely lower customer satisfaction. Employee satisfaction therefore becomes a critical leading indicator. What else can be interpreted from this other than that employee satisfaction plays a "strong, central role" (Yoon, Seo, and Yoon, 2004, p. 395) in predicting profitability and organizational effectiveness (Koyes, 2006). Ostroff (1992) found that satisfaction is an important social process factor that fosters organizational effectiveness. Schneider et. al. (2003). Specifically, their data supported causal relationships between financial and market performance outcomes and employees' overall job satisfaction and satisfaction for security. Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort. Consistent with this reasoning, Likert (1961) has argued that collaborative effort directed towards the organization's goals is necessary for achievement of organizational objectives, with unhappy employees failing to participate (effectively) in such efforts. Harter et al. (2002) found that employee satisfaction resulted in higher productivity and reduction in employee turnover. Brown (1996) notes that some employees have found that satisfying or delighting employees is a prerequisite to satisfying or delighting customers, thus protecting the "bottom line". No wonder Andrew Carnegie is quoted as saying: Take away my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory". In sum, available theory supports the contention that the satisfaction level of employees (as a whole) may relate to performance at the business-unit and/or organizational levels. Thus we can posit this evidence that aggregate employee attitudes have connections with organizational performance outcomes.

EMPLOYEE JOB SATISFACTION & CUSTOMER SATISFACTION: IS THERE A RELATIONSHIP?

Employee satisfaction is critical to achieve firms' success and profitability. Several studies have shown positive and significant effect of employee satisfaction on firm's profitability (Heskett, 1994; Rucci. et.al, 1998; Pugg, 2002; Dabholkar, 2008). Research has shown that one key to achieving customer satisfaction is employee satisfaction. While it has been long established that organizations with a quality foundation have better leverage for achieving high levels of customer satisfaction (Nilson, Johnson, and Gustafsson, 2001), attaining this goal results from being particularly focused on employee 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 0.5 increase in revenues. Brooks (2000) reviewed the relationship between financial success and customer and employee variables (e.g., customer satisfaction, employee satisfaction, etc.) and found that, depending on market segment and industry, between 40 and 80 percent of customer satisfaction and customer loyalty was accounted for by the relationship between employee attitudes and customer-related variables. Similarly, Vilares and Cohelo (2000) found that perceived employee satisfaction, perceived employee loyalty, and perceived employee commitment had a sizable impact on perceived product quality and on perceived service. Satisfied employees tend to be more involved, dedicated, have greater organizational commitment, more loyal and productive towards customer needs, thus enhancing customer satisfaction, which is the ultimate aim of businesses today (Naeem, 2010; Yee 2008; Kim, 2004; Heskett, 1997). Dabholkar, (2008) posits that reduction in employee turnover lead to profits due to the cost savings in not having to constantly hire and train new employees. In his Service Profit Chain Heskett (1994) demonstrate positive relationship between employee satisfaction and customer satisfaction which in turn enhance firm's profitability. He posits: —Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Studies of factors common to successful companies (Porras & Collins, 1994) indicate that those companies whose goals reflect the interests of both employees and customers produce better results. High levels of customer satisfaction are predicted when employees are satisfied and loyal to the organization. Direct and quantifiable links exist between customer variables and employee variables, and financial performance. There is growing evidence that supports a positive relationship between the two (Stock, 2005; Chigozirim, 200; Schneider, 1973; Hostage, 1975; Schneider et al., 1980; Carlzon, 1987; Schneider & Bowen, 1985; Schlesinger & Zornitsky, 1991; Schlesinger & Heskett, 1991a; Wiley, 1991; Rosenbluth & Peters, 1992; Dahlgaard et al., 1998). Heskett et al. (1997) describe the relationship between employee and customer satisfaction with their analogy of the *satisfaction mirror*, which conveys the idea that business success results from employee satisfaction being reflected in terms of customer satisfaction. Schlesinger and Heskett (1991b) claim that staff frustrations lead to high turnover, merely reinforcing the organizational approach of minimal training, poor rewards and poor customer service in a *cycle of failure* (Schlesinger & Heskett, 1991a). The mirror effect is also central to Normann and Ramirez' (1993) work on the value for designing interactive strategy and also to Liedtka et al.'s (1997) generative cycle of mutually reinforcing, self-sustaining employee and client development in professional services. In particular, the strength and richness of Heskett et al.'s contribution lies in the fact that the model interlinks and integrates many drivers of performance, drawing together many disparate claims about these interdependencies (Silvestro & Cross, 2000). Several studies involving empirical analysis of some of the links in the service-profit chain have been undertaken. For example, Schneider and Bowen (1985, 1993) provide documented evidence of the relationship between employee and customer satisfaction. Several empirical studies have shown that it is impossible to maintain a satisfied and loyal customer base without satisfied and loyal employees. Those studies suggest a significant impact on customer satisfaction following an improvement in employee attitudes. According to Brooks (2000) research, between 40 and 80 percent of customer satisfaction and loyalty is determined by the customer-employee relationship, depending on the industry and market segment that is being considered. For example, at Sears (Rucci et al., 1998), employee satisfaction accounts for 60 to 80 percent of customer satisfaction. At The Royal Bank of Canada (Brooks, 2000), 40 percent of the difference in how customers view its services can be directly linked to their relationships with bank staff. Pugh, 2002 points out that employee satisfaction lead to organizational outcomes such as customer satisfaction and financial performance. In consistent manner, Service Profit Chain proposed by Heskett, 1994 support positive link between employee satisfaction and customer satisfaction which in turn, enhance firm's profitability in the long run and Employee Customer Profit Chain proposed by Rucci. et. al, 1998 posits that employee satisfaction and customer satisfaction are positively related. As suggested by this wealth of findings, positive changes in employee attitudes lead to positive changes in customer satisfaction. There is a "positive and significant relationship between customer satisfaction and employee satisfaction" (Bernhardt, Donthub, and Kennette, 2000); these relationships are "positive and statistically and substantively significant" (Brown and Lam, 2008, p. 243). "Employee satisfaction is significantly related to service quality and to customer satisfaction, while the latter in turn influences firm profitability...leading to a satisfaction-quality-profit cycle" (Yee, Yeung, and Cheng, 2008).

WHY EMPLOYEE SATISFACTION AFFECTS CUSTOMER SATISFACTION?

The literature offers several explanations for this question as:

Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs. Satisfied employees are motivated and empowered employees, in other words they serve customer needs and demands and deliver adequate effort and care. Satisfied employees have high energy and willingness to give good service and can deliver a more positive perception of the service/product provided. Satisfied employees can provide

customers with interpersonal sensibility and social account as adequate explanations for undesirable outcomes. It has been suggested that these components of interactional justice have a significant impact on customer satisfaction. According to this view, because satisfied employees experience interactional justice, they can deliver it i.e. satisfied employees have enough emotional resources to show empathy, understanding, respect, and concern. Satisfied employees are committed and loyal and always try to increase and improve profitability, productivity and output quality. Further, employees' productivity influence service value perceived by customers. Service value means the results customer receive in relation to the total costs (both the price and other costs to customers incurred in acquiring the service). Service value has a positive connection with customer satisfaction, which leads to customer loyalty. Moreover, satisfied employees never resist organizational change and believe in organizational changes because they know without it they can neither compete with other organizations nor fulfill the requirements of the customers.

WHAT CAN WE DO TO CREATE HAPPY EMPLOYEES, THEN?

The empirical literature summarized in this report highlights the criticality of the relationship between employee satisfaction and customer satisfaction. How employees feel about their job has an impact on their work experience, but also on tangible business outcomes such as customer satisfaction, sales, and profit. Employees can strongly contribute to an organization's success by having a customer-centric approach in their work and in their work-related interactions. However, they are more likely to do so if they are satisfied with their job. The question is then: "What should organizations do to ensure high job satisfaction among their employees?" As found in the above discussed literature, employee satisfaction is the result of a holistic approach that involves strategic steps such as:

1. Identify root causes of dissatisfaction among employees.
2. Monitor employee satisfaction on a regular basis
3. There should be team and group work in the organization.
4. View employees as the primary source of competitive advantage
5. Show concern for total employee well-being.
6. Personality cult should be avoided and relation between superior and subordinate and peer groups should be improve.
7. Develop employee satisfaction measurement systems that can be used corporate wide and worldwide.
8. Involve employee in organizations and employees affairs and develop effective communication channels
9. Deliver employee appraisals based on direct feedback from managers, co-workers, direct reports, and most importantly guests.
10. Training and assignments should be given to employees so that they can use their potential in proper way and it will also boost their motivational and satisfaction level
11. Compensation as an essential organizational determinant of job satisfaction so employees should be given according to their nature of work, risk involved in work and rules and regulations described by various laws and regulations.
12. Employee satisfaction can be enhanced by employing organizational better human resource practices such as training, recruitment, selection, etc, availability of job resources (organization support i.e. coworker support, supervisor support) and internal service quality.
13. Deliver fair and accurate appraisals and increase employee satisfaction. Align corporate guest satisfaction goals directly with employee performance, not only for customer facing employees but for everyone.

CONCLUSION

The relationship between employee satisfaction and customer satisfaction is complex and huge relevance so companies should develop a balanced approach to managing the market (its customers) and its employees, including the design of systematic tools that ensure that valuable employees translate their satisfaction into market performance. Monitoring employee and customer satisfaction and their determinants enhances understanding of the whole organization, and has the potential of creating a sustainable competitive advantage for the organization (Chigozirim, 2008). The employee-customer-profit framework set up in the Sears company provides a very practical example of how a set of total performance indicators can be implemented, using soft measures of employee satisfaction and customer satisfaction that enables the company to steer the company's financial performance by setting targets for HRM and marketing (Rucci et al., 1998). Empirical literature revealed that there is a logical linkage between the two simultaneously and the management perspective is simple happy employees create happy customer. Employees who serve happy customer are more likely to emerge from the interaction happy and so the interaction spirals. The fact is that your employees are pivotal to customer satisfaction, and satisfied customers are many times more likely to be repeat buyers than dissatisfied or even moderately satisfied customers. Given the direct links between employee satisfaction and customer satisfaction, and between customer satisfaction and improved financial performance, it is important to understand the elements that drive employee satisfaction. At the end it can be said satisfied employees are more productive, innovative and loyal, which in turn leads to customer retention.

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