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**NEED/IMPORTANCE OF THE STUDY**

**STATEMENT OF THE PROBLEM**

**OBJECTIVES**

**HYPOTHESES**

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**RESULTS & DISCUSSION**

**FINDINGS**

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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**EXPLORING THE FACTORS FOR CHANNEL SATISFACTION AMONG EMPLOYEES IN INDIAN RETAIL**

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**ABSTRACT**

*This paper talks about channel and employees satisfaction in Indian retail. Employees and channel satisfaction as an important part in achieving the customer satisfaction in Indian retail. As customer satisfaction and customer retention is an important part of Indian retail success. So this paper talks about the important aspects of employees and channel satisfaction for the growth of Indian retail.*

**KEYWORDS**

Channel, Satisfaction, Employee Satisfaction, Business Performance etc.

**INTRODUCTION**

In this environment of globalization, competition is increasing day by day. Now a day's customer is having a lot of choices in terms of prices as well as in terms of the quality of products and services. Studies showed that have been conducted, findings regarding a link between employee channel satisfaction and customer satisfaction showing a satisfaction level in the business outcomes of the retail stores.

A trade channel is defined as the route along which goods move from producers or manufacturers to ultimate consumers. In other words, it is a distribution network through which producer sells his products in the market. A channel consists of producers, consumers and the various middlemen like wholesalers, and retailers (dealers) who intervene between the producers and consumers. Hence a channel serves to bridge the gap between the point of production and the point of consumption thereby creating time, place and possession utilities (*Business.gov.in*).

A channel of distribution consists of three types of flows:-

- 1) Downward flow of goods from producers to consumers
- 2) Upward flow of cash payments for goods from consumers to producers
- 3) Flow of marketing information in both downward and upward direction.

An entrepreneur has a number of alternative channels available to him for distributing his products. These channels vary in the number and types of middlemen involved. Some channels are short and directly link producers with customers. Whereas other channels are long and indirectly link the two through one or more middlemen.

These channels of distribution are broadly divided into four types:

- **Producer-Customer:-** This is the simplest and shortest channel in which no middlemen is involved and producers directly sell their products to the end consumers. Hence in this minimum cost is involved.
- **Producer-Retailer-Customer:** In this channel of distribution involves one middlemen called 'retailer'. In this the producer sells his products to retailers finally sell these products to the final customers.
- **Producer-Wholesaler-Retailer-Customer:** In this type of distribution two middlemen i.e. wholesalers and retailers are involved. Here, the products first go to the wholesalers and then to the final retailers.
- **Producer-Distributor-Wholesaler-Retailer-Customer:** This is the type of distribution in which three middlemen are involved. Here the producer first sells the products to the distributor which sells it to wholesalers and then wholesalers sells it to retailers and then retailers finally sells it to the final consumers.

**REVIEW OF LITERATURE**

From the review of literature it was found that a link between employee satisfaction and customer satisfaction (referred to as the "satisfaction-mirror") and a link between employee satisfaction and business outcomes are mixed (Kamakura et al. (2002).

Loveman (1998) in a study of a Mid-western US retail bank, found the links between employee satisfaction and customer satisfaction. A similar finding was reported in a recent study by Gelade and Young (2005) using data from the retail banking sector. Silvestro and Cross (2000) and Silvestro (2002) found the link between employee satisfaction and business performance. The study also showing that employee channel satisfaction is very important in meeting the customer satisfaction as well as business performance. As Per Patriot (2008) found that customer satisfaction is the ability of the business to satisfy the business, emotional as well as psychological needs of the customers. Now Hunt (1977) defined the customer satisfaction as the experience of the customer as good as it was expected. By Rust and Zahorik (1993) found from the research that service quality, customer satisfaction and customer relationships leads to profitability and increased market share. It was also found that there exists a strong link between service quality and overall customer satisfaction (Anderson and Sullivan, 1993). Hence it becomes important to understand the channel level satisfaction to meet the business performance and customer satisfaction.

**OBJECTIVES OF THE STUDY**

The following objectives of the study have been identified.

- 1) To explore the various factors for employees channel satisfaction in Indian retail.
- 2) To compare the Employee Channel satisfaction among the various regions.
- 3) To check the various factors for employees channel satisfaction in retail stores.

### RESEARCH METHODOLOGY USED

This study is conducted to find out the employees satisfaction level in and around Delhi. A sample size of 150 employees working at various levels at various retail stores was chosen and 123 filled in questionnaire were received giving a response rate of 82% in total. The data collected was analyzed through descriptive statistics and factor analysis, etc. being used in the study. The scale used in this study was developed by Ruekert and Churchill in 1984 and the name of the scale is Satisfaction-Channel Satisfaction: Satind and Satdir.

### DATA ANALYSIS AND DATA INTERPRETATION

The data is analyzed in descriptive as well as with statistical methods.

TABLE (1.0)

Various Regions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Delhi	44	35.8	35.8	35.8
	Haryana	40	32.5	32.5	68.3
	U.P.	39	31.7	31.7	100.0
	Total	123	100.0	100.0	

From the table(1.0), it is found that there were 123 employees in total selected for this study, in which 44 employees from Delhi region, 40 employees from Haryana and 39 employees from U.P. (Noida & Ghaziabad) selected for this study.

TABLE (1.1)

Your Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-to-25 years	34	27.6	27.6	27.6
	25-to-35 years	74	60.2	60.2	87.8
	35-to-45 years	15	12.2	12.2	100.0
	Total	123	100.0	100.0	

From the table (1.1), it is found that there were 123 employees in total selected for this study, in which 34 employees were falling in the age group of 20-to-25 years, 74 employees in the age group of 25-to-35 years and rest 15 were in the age group of 35-to-45 years. Hence from this we can say that most of the employees working in the age group of 25-to-35 years.

TABLE (1.2)

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	108	87.8	87.8	87.8
	Female	15	12.2	12.2	100.0
	Total	123	100.0	100.0	

From the table (1.2), it is found that there were 123 employees in total selected for this study; in which 108 employees are male members and rest 15 are female. Hence from this we can say that most of the employees working are male members in retail outlets.

TABLE (1.3)

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matriculation	17	13.8	13.8	13.8
	Diploma	13	10.6	10.6	24.4
	Degree	46	37.4	37.4	61.8
	Master Degree	47	38.2	38.2	100.0
	Total	123	100.0	100.0	

From the table(1.3), it is found that there were 123 employees in total selected for this study, in which 17 employees were matriculate, 13 were diploma holders, 46 were graduate and rest 47 were having a master degree like MBA, M.Com, M.A. etc. Hence from this we can say that most of the employees were graduates and postgraduates in various retail stores.

TABLE (1.4)

Your Monthly Income Category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up-To-15,000	78	63.4	63.4	63.4
	15,001-to-30,000	23	18.7	18.7	82.1
	30,001-to-45,000	15	12.2	12.2	94.3
	45,001-to-60,000	7	5.7	5.7	100.0
	Total	123	100.0	100.0	

From the table (1.4), it is found that 78 employees were having an income up-to Rs. 15000/per month which is followed by 23 employees in the income group between Rs. 15001-to-30,000 and next it was followed by 15 employees in the income group between Rs. 30001-to-45,000 and rest 07 were in the income group between Rs. 45001-to-60,000 per month. Hence from this we can say that most of the employees were in the low salary group.

TABLE (1.5)

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	72	58.5	58.5	58.5
	Single	51	41.5	41.5	100.0
	Total	123	100.0	100.0	

From the table (1.5) it is found that out of 123 employees in total, 72 were married and 51 were single in their marital status. Hence we can say that married people are employed more in comparison to single in various retail stores.



TABLE (1.6)

Working As					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	As Salesman	34	27.6	27.6	27.6
	First level managers	63	51.2	51.2	78.9
	Second level managers	26	21.1	21.1	100.0
	Total	123	100.0	100.0	

From the table (1.6), we can say that there were 63 employees working as first level managers which is being followed by 34 employees as salesmen and further 26 employees were at the position of second level managers like store managers, assistant store managers, marketing managers as well as area managers. Hence from this we can say that most of the employees were working as salesmen in the various retail stores.

TABLE (1.7)

Duration of your service with the store					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	62	50.4	50.4	50.4
	1-to-5 years	61	49.6	49.6	100.0
	More than 5 years	00	00	00	100.0
	Total	123	100.0	100.0	

From the table (1.7), it is found that 62 people were working less than one year and 61 people were working more than one year but less than five year and no employee was found working for more than five years.

TABLE (1.8)

Communalities		
	Initial	Extraction
My manufacturer's sales representative is not well organized	1.000	.938
My manufacturer's sales representative does not know his products well	1.000	.878
Manufacturer's sales are helpful	1.000	.908
Manufacturer's sales representative has my best interest in mind when they make a suggestion	1.000	.979
My manufacturer's sales representative is always willing to help me if I get into a tight spot	1.000	.922
Manufacturer's products are asked for by our customers	1.000	.988
Manufacturer's products are a good growth opportunity for my firm	1.000	.905
Manufacturer's products are not well known by my customers	1.000	.937
My customers are willing to pay more for manufacturer's products	1.000	.933
I would have a difficult time replacing manufacturer's products with similar products	1.000	.971
Manufacturer's products perform much better than their competition	1.000	.890
Manufacturer's everyday margins are lower than industry margins	1.000	.904
Manufacturer provides very competitive margins on their products	1.000	.831
There is a poor return for space I devote to manufacturer's products	1.000	.904
Some of the manufacturer's products are not worth carrying because their margins are too small	1.000	.970
I am very happy with the margins I receive on manufacturer's products	1.000	.962
Manufacturer should have better cooperative advertising program	1.000	.955
Manufacturer should have better cooperative advertising allowances	1.000	.874
Manufacturer conducts excellent consumer promotions	1.000	.940
Manufacturer provides adequate promotional support for their products	1.000	.911
Manufacturer provides excellent point-of-purchase displays	1.000	.966
Personal dealings with manufacturer's sales representatives	1.000	.936
Assistance in managing your inventory of manufacturer's products	1.000	.977
Order handling by manufacturer	1.000	.951
Manufacturer's handling of damaged merchandise	1.000	.833
The quality of manufacturer's products	1.000	.875
Income received from the sale of manufacturer's products	1.000	.938
Everyday margins on manufacturer's products	1.000	.881
Manufacturer credit policies	1.000	.992
Manufacturer's national advertising support	1.000	.868
Manufacturer's cooperative advertising support	1.000	.947
Consumer promotion support by manufacturer ( coupons, rebates, displays)	1.000	.928
Off-invoices promotional allowances	1.000	.932
How promotional payments are made	1.000	.938
Order handling by manufacturer	1.000	.891
Level of backorders of manufacturer's products	1.000	.789
Speed of delivery of manufacturer's products	1.000	.936
I would recommend manufacturer's products to others who seek my advice	1.000	.860
Given other alternatives, will you continue to work with this outlet	1.000	.905
Extraction Method: Principal Component Analysis.		

From the table (1.8), we can interpret the communality extracted from the above variables in the table.

TABLE (1.9)

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.680	22.257	22.257	8.680	22.257	22.257
2	7.762	19.904	42.160	7.762	19.904	42.160
3	5.462	14.006	56.167	5.462	14.006	56.167
4	4.920	12.615	68.781	4.920	12.615	68.781
5	3.115	7.986	76.768	3.115	7.986	76.768
6	2.840	7.282	84.049	2.840	7.282	84.049
7	1.917	4.914	88.964	1.917	4.914	88.964
8	1.152	2.953	91.917	1.152	2.953	91.917

Extraction Method: Principal Component Analysis.

From the table (1.9), we can say that there are eight components extracted in total and these are explaining a total variance of 91.91% of the employees satisfaction scale. It is further represented as the 22.25% of the variance explained by the first component and 19.90% by the 2<sup>nd</sup> component in the table. And this way, as we go on the eight components is explaining a variance of 2.95% in the above table. Hence from this we can say that the total variance explained by the different components is quite satisfactory.

TABLE (2.1)

Rotated Component Matrix								
	Component							
	1	2	3	4	5	6	7	8
I am very happy with the margins I receive on manufacturer's products	.906							
Manufacturer provides excellent point-of-purchase displays	.879							
Personal dealings with manufacturer's sales representatives	.858							
Manufacturer conducts excellent consumer promotions	.846							
Manufacturer's everyday margins are lower than industry margins	.727							
Manufacturer's national advertising support	.685							
Manufacturer provides very competitive margins on their products	.674							
The quality of manufacturer's products	.627							
Manufacturer's products are a good growth opportunity for my firm		.891						
Consumer promotion support by manufacturer ( coupons, rebates, displays)		.886						
My manufacturer's sales representative is always willing to help me if i get into a tight spot		.845						
Manufacturer should have better cooperative advertising allowances		.829						
Given other alternatives, will you continue to work with this outlet		.628						
Order handling by manufacturer			.895					
Speed of delivery of manufacturer's products			.890					
Off-invoices promotional allowances			.818					
I would recommend manufacturer's products to others who seek my advice			.737					
Manufacturer provides adequate promotional support for their products				.476				
My customers are willing to pay more for manufacturer's products		.475						
Some of the manufacturer's products are not worth carrying because their margins are too small				.888				
Assistance in managing your inventory of manufacturer's products				.808				
My manufacturer's sales representative is not well organized				.777				
Level of backorders of manufacturer's products				.754				
Manufacturer's handling of damaged merchandise				.597				
Manufacturer credit policies				.580				
Manufacturer's sales representative has my best interest in mind when they make a suggestion					.836			
Manufacturer's cooperative advertising support					.801			
How promotional payments are made		.444						
Manufacturer's sales are helpful					.721			
Manufacturer's products are asked for by our customers					.557			
There is a poor return for space I devote to manufacturer's products						.882		
I would have a difficult time replacing manufacturer's products with similar products						.805		
Manufacturer should have better cooperative advertising program		.519						
Everyday margins on manufacturer's products							.679	
Manufacturer's products perform much better than their competition							.625	
Income received from the sale of manufacturer's products							.590	
Order handling by manufacturer			.499					
My manufacturer's sales representative does not know his products well							.494	
Manufacturer's products are not well known by my customers								.550

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 24 iterations.

From the above table (2.1) we can say that there are 8 components extracted in total. The first component contains eight variables. The 2<sup>nd</sup> component contains also contains eight variables. The third component contains 05 variables. The fourth component contains 07 variables. The fifth component contains 04 variables. The sixth component contains 02 variables. The seventh Component contains 04 variables and the eighth component contains one variable. Hence these way eighth factors have been extracted.

TABLE (2.2)

ANOVA		Sum of Squares	Df	Mean Square	F	Sig.
Manufacturer's sales are helpful	Between Groups	4.939	2	2.470	3.922	.022
	Within Groups	75.565	120	.630		
	Total	80.504	122			
Income received from the sale of manufacturer's products	Between Groups	4.347	2	2.173	2.926	.058
	Within Groups	87.653	118	.743		
	Total	92.000	120			
Everyday margins on manufacturer's products	Between Groups	2.524	2	1.262	3.592	.031
	Within Groups	42.159	120	.351		
	Total	44.683	122			
How promotional payments are made	Between Groups	5.767	2	2.884	3.704	.027
	Within Groups	93.420	120	.778		
	Total	99.187	122			
Speed of delivery of manufacturer's products	Between Groups	15.885	2	7.943	4.779	.010
	Within Groups	196.115	118	1.662		
	Total	212.000	120			

By applying ANOVA it was found that there exists a significant difference among the above variables in Delhi, Haryana (Gurgaon & Faridabad) and U.P. (Noida & Ghaziabad) regions.

### FINDINGS AND SUGGESTIONS OF THE STUDY

From the above analysis the following findings and suggestions have been suggested.

- 1) It is found from the study that there were 123 employees in total, in which 44 employees from Delhi region, 40 employees from Haryana and 39 employees from U.P. (Noida & Ghaziabad) selected for this study.
- 2) It is also found that there were 123 employees in total selected for this study; in which 108 employees are male members and rest 15 are female. Hence from this we can say that most of the employees working are male members in retail outlets. Hence in formulating the employee's policy matters it should be targeted to understand and to satisfy the male member needs more in comparison to female employees which will be helpful in improving the channel satisfaction level.
- 3) From the analysis it is found that 17 employees were matriculate, 13 were diploma holders, 46 were graduate and rests 47 were having a master degree like MBA, M.Com, M.A. etc. Hence from this we can say that most of the employees were graduates and postgraduates in various retail stores. Hence employees need to be understood by understanding their education level in the store.
- 4) From the data analysis it is found that 78 employees were having an income up-to Rs. 15000/per month which is followed by 23 employees in the income group between Rs. 15001-to-30,000 and next it was followed by 15 employees in the income group between Rs. 30001-to-45,000 and rest 07 were in the income group between Rs. 45001-to-60,000 per month. Hence from this we can say that most of the employees were in the low salary group. Hence to satisfy the employees it is strongly recommended to increase their salary from the present level which is very low and it will further improve the channel satisfaction level.
- 5) From the data analysis it is found that out of 123 employees in total, 72 were married and 51 were single in their marital status. Hence we can say that married people are employed more in comparison to single in various retail stores. Now the need to increase the employee's satisfaction level by providing the facilities which satisfy their family need like by giving discounts on their purchase for their family. By this way it will contribute in improving employee channel satisfaction level.
- 6) From the data analysis we can say that there were 63 employees working as first level managers which is being followed by 34 employees as salesmen and further 26 employees were at the position of second level managers like store managers, assistant store managers, marketing managers as well as area managers. Hence from this we can say that most of the employees were working as salesmen in the various retail stores. Hence there is a strong need to satisfy the salesmen which are more in number by giving them suitable incentives and it will be helpful in imparting employee satisfaction which will contribute to employee channel satisfaction as well as customer satisfaction.
- 7) It is found that 62 people were working less than one year and 61 people were working more than one year but less than five year and no employee was found working for more than five years. Hence from this we can say that employees are changing very fastly. Hence salary and timing of job are one of the major reasons as suggested by the employees who should be increased to satisfy the employee's needs.
- 8) As it was found from the data analysis that there were eight components in total and the first components is having the maximum variance approximately 22% in total. The first component contains eight variables. Hence more attention to be given to satisfy these eight variables to increase the employee channels satisfaction level. There exists a significant difference among the different variables across Delhi, Haryana and U.P. in the following Manufacturer's sales are helpful, income received from the manufacturer's products Everyday margins on manufacturer's products How promotional payments are made and speed of delivery. So it is strongly recommended to increase in these variables to minimize the gap. It will further improve employee channel satisfaction level.

### LIMITATIONS OF THE STUDY

This study has the following limitations.

- 1) As this study is conducted in Delhi and around, so it may not be applicable to other parts of the country.
- 2) As the retail stores selected for this study is limited. So it will not be possible to make the generalizations for all retail stores.

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